WHO GETS THE TOP SALARIES? page 68

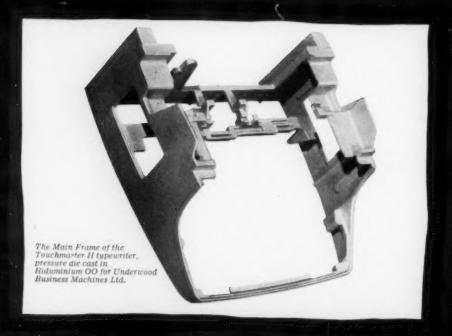
MANAGEMENT TODAY : EDINBURGH page 17

JOURNAL FOR MANAGEMENT

THE 'SUBURBANIZATION' TREND page 72

# BUSINESS

# it can be done



Hiduminium Aluminium

William Hughes Ross

by Denis Thomas

# BUSINI

# BUSINESS

65

COVER PICTURE

Merry Christmas—even to the men who slap El 9s. duty on brandy, és. 3d. on champagne, 3d. on a pack of cards, 50 per cent on a mah jong set. For them, alas, it will be a pros-perous New Yeer, too.

Editor David Ellis Deputy Editor William Guthrie Art Editor Douglas Long

Editorial Director George Copeman, Ph.D. Advertisement Manager Owen F. Porter Sales Director E. D. Byfield

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#### Where Are The Top Salaries?

BUSINESS breaks new ground with the First Annual Survey of Executive Salaries-based on confidential information supplied by more than 700 British executives. See page 65.

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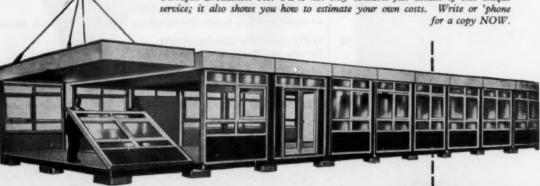
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# ECONOMIC PROSPECT

Survey and Forecast of Business Conditions

#### Steady growth but

▶ Economic growth should continue steadily, at least for the next few months, although the consumer goods boom may flatten out and be replaced to some extent by investment demand. There is, however, a danger that shortage of sheet steel will limit expansion.

Buoyant exports continue to support the economy, but sales to Western Europe will become increasingly difficult as the Common Market develops. Western Germany is outstripping Britain in exports to other markets.

There are signs that industrial investment is picking up, although at no great rate yet. The Chancellor of the Exchequer forecasts that "public sector investment should continue to increase somewhat but probably not at the same rate of increase as in the last 12 months."

#### Prosperous New Year

Looking beyond Christmas and the usual post-Christmas down-turn, consumer demand should continue basically firm, founded on expectations of continuing prosperity. Total hire purchase debt will, however, probably flatten out until about April and then start to climb again.

Despite claims by over half a million transport workers for substantial wage increases, the forecast for wages is still "no change." But the movement towards a shorter working week has had a boost from I.C.I.'s offer to reduce hours to 42.

Import prices seem likely to go up a little, but there are reasons for believing that increases need not be passed on to the consumer.

The banks will probably continue to advance money fairly freely.

The balances of trade and of payments are both healthy and confidence in sterling is high. Throughout the period of autumn pressure the £ never dropped below its dollar parity of \$2.80.

The Government's surplus on current account in this financial year will be bigger than the £102m. forecast.

The economy may now be nearing its point of optimum recovery. Rising output has enabled overhead costs to be spread over a greater volume: labour costs have not risen and raw material prices have risen only slightly. From now on these factors may operate less favourably, but the outlook for profits is, nevertheless, good.

Promising outlook for profits



# JOHN DALE LIMITED have transferred the business of their Acoustics Division and a nucleus of their Technical staff to HORACE W. CULLUM & CO. LTD., The Acoustic Centre, 58 Highgate West Hill, London N6

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in the Acoustic field

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### OUTLOOK FOR INDUSTRY

Stiffer competition is expected for some lines in the British home market. This stems from the scrapping of many restrictions on imports from the dollar area and Western Europe.

Most important in this category are textiles and clothing, which previously entered this country under a very small quota supported by a high tariff. The latent demand for American clothes here is difficult to estimate, but may be limited to the teen-age market and certain speciality lines such as baby clothes. Some fears have also been expressed for artificial fibres.

The freeing of photographic equipment will attract Continental manufacturers, especially in the higher-priced camera range, and American cinema equipment, which

is relatively cheap, will benefit. Imports of refrigerators and airconditioning plant may also rise slightly.

Car imports from the dollar area are not likely to increase as freight costs and import duties have already priced them out of the UK market, but European manufacturers will almost certainly expand their sales here with the removal of the quota. More European toys, clocks and jewellery can also be expected.

British manufacturers in general, however, are not likely to be seriously affected by the relaxations. While some increase in US competition in the British market is bound to occur, the Anglo-American trade balance at present is very healthy. US exports to this country are slightly below last year's level, while British exports to America are over 40 per cent up.

Engineering

Aircraft A new Government policy for the aircraft industry, long overdue, is being prepared.

Cables The contraction of the UK cable industry continues with the closing of AEI's subsidiary, the Liverpool Electric Cable Company.

Oil Industry Equipment The international oil industry is expected to spend £50,000 million on new equipment in the next 10 years, double the expenditure of the last decade.

Fuel and power

Electricity The Ministry of Education are prepared to recommend the installation of electrical space heating in buildings under their control if the annual running cost is not more than 10 per cent in excess of a fired system.

Coal stocks continue to pile up, despite the advent of winter. A month ago they amounted to more than nine weeks' consumption and more than twice as much as last year.

Food

Biscuits This year looks like being the first for more than a decade when biscuit sales have fallen below the previous year. An increasingly bitter struggle for a static market is foreseen.

Butter supplies are unlikely to

improve before Christmas, according to the National Federation of Wholesale Grocers.

Herrings There is still no sign that the long-term decline in the size of the East Anglian herring fleet will be halted. Disastrous reductions in the catch over the last few years are the cause. The curing and kippering factories are already in considerable difficulties.

#### **Transistors**

Sales this year will amount to 40 million units, worth £45 million, and are forecast to rise to 65 million units, worth just over £70 million, in 1960. Transistors are getting cheaper. In three years' time the average unit cost will be about 14s. 6d., compared with just over £1 at the present time. Umbrella manufacturers expect still greater competition from Hong Kong in the next few months.

Car radio sales this year will be more than 25 per cent up on 1958. Their popularity has increased with the development of compact transistorised sets.

ised sets.

GEC report immersion heater sales up 27 per cent on last year, and have cut prices accordingly.

This year's increased spending on household and other consumer goods has by-passed the pottery industry. Home sales of table earthenware, the industry's major product, have fallen.

Extensive development of the market for aerosols is confidently forecast for the near future.

#### Commodities

Fears of falling rubber prices following the Board of Trade announcement that they would dispose of their 100,000-ton stock - pile have not materialized. In fact, prices have risen sharply and are expected to remain firm at the new levels. Buffer stock sales of tin have stabilized prices for the time being. Once these stocks have been sold - and they are believed to be small - prices will almost certainly rise. There is no indication that this year's persistent decline in cocoa prices has been checked. The prospect is that they will fall still further. Coffee prices continue to fall, but there are some signs that the decline will slow down.

**KEY INDICATORS, PAGE 7** 

THE NEW BUSINESS SHORT-

#### Consumer Goods

Faster production increase Production of consumer goods will continue to rise in January, and at a higher rate than currently. Further outlook: excellent.

#### Producers' Goods

Rising production continues. The current increase in output of producers' goods will continue into January, and the indications are that it will do so at a slightly higher rate. Further outlook: very good.

These forecasts are based upon the monthly enalysis made by BUSINESS of orders received in contract engineering and contract design. The Editor wishes to thank members of the ENGINEERING INDUSTRIES ASSOCIATION, FEDERATION of ENGINEERING DESIGN CONSULTANTS, and other design consultants for their co-operation. A summary statement of how the analysis is made will be supplied to readers on request.

Will your new computer be too small in 1964?



If you are far-sighted enough to be contemplating the installation of automatic data processing equipment, then you must consider the 1010 before you finally decide. Here is a system which offers outstanding advantages in speed, flexibility, reliability and size. The 1010 has been specially developed so that an initial installation of medium size, and competitive price can be extended to handle up to 32 items of peripheral equipment - without any modification to the initial installation

#### The 1010 Data Processing System

Transistorized for compactness, reliability and low heat dissipation.

Can "grow" to meet your expanding needs.

Suitable for inputs of punched cards, paper tape and magnetic tape, outputs of magnetic tape, paper tape,

punched cards and "on line" matrix and xerographic printers.

Parallel programming makes best use of the computer. Interrupt facilities are provided.

Over 70,000 data processing instructions per second are carried out.

Our systems and programming teams are available for co-operation and advice at all stages from feasibility studies to installation. Ask for full details from Computer Department.



Associated Electrical Industries Limited **Electronic Apparatus Division** COMPUTER DEPARTMENT

TRAFFORD PARK . MANCHESTER 17

BUSINESS

# **KEY INDICATORS**

#### INDUSTRIAL PRODUCTION

Industrial production is still running some seven per cent up on last year. Latest figures show a levelling off but a further advance is to be expected before the year's end. Production is high in cars, steel and bricks. Textiles and commercial vehicles show a great improvement. Machine tool orders are said to be picking up, but overall the emphasis is still on the consumer goods industries.

#### EMPLOYMENT POSITION >

Employers are finding it a little more difficult to get labour but there is certainly no general shortage, and not likely to be. Unemployment has risen slightly, particularly in the South, following the end of the holiday season. There are, however, fewer school-leavers out of work. The Government is expected to deal vigorously with pockets of chronic unemployment.

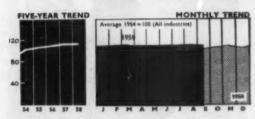
#### TRADE GAP

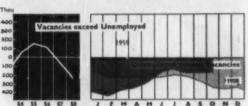
The prospect for exports is still bright, although it may become increasingly difficult to sell to the European Common Market countries. The October trade figures again showed exports buoyant, and the gap on visible trade down to £40m.—slightly below the average for the year. Imports were up because of rising industrial activity at home. Exports to Europe and the United States were heavy; to the Commonwealth they could have been better.

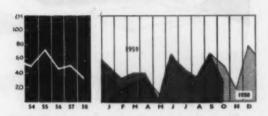
#### GOLD AND CONVERTIBLE RESERVES

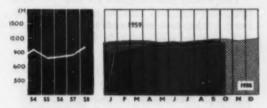
The strength of the reserves is illustrated by the repayment of \$250m. to the United States Exportimport Bank long before it is due. As a result, the total reserves fell by £93m., to £1080m., at the end of October, but without this payment and other, small, special payments there would have been a slight rise.

#### STATE OF THE NATION 3









Business turnover index of the Midland Bank is 10 per cent up on the year.

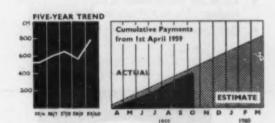
Bank clearings in October were 15 per cent up on October 1958.

Lloyds bank index of deposits shows a further rise and is seven per cent up on last year.

#### **GOVERNMENT SPENDING**

#### NET EXPENDITURE 'BELOW THE LINE'

The Government's net expenditure below the line is will within the limits budgeted for, leaving some room for manoeuvre. This financial year the deficit below the line is estimated at £823m.: at the end of October (the seventh month) it was £389m. Some expenditures, those under the New Towns Acts, for example, are expected to build up towards the end of the financial year. The surplus above the line is now expected to be larger than the £102m. planned.



GUIDE TO THE CHARTS. The charts showing Five Year Trends use mostly monthly or quarterly averages so that they are comparable with the charts alongside them showing the more recent trends. Details of the statistics used in the charts, and other related statistics, may be had on application.

CAPITAL AND CONSUMER SPENDING, PAGE 9



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That's the Primus Register for you—the most straightforward and reliable register available. For quick handwritten records like works orders, delivery notes, goods inwards, stores requisitions and sales chits it is invaluable.

- ★ Built to last. We know of several Primus Registers that have been in use over 30 years.
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- \* Made in 3 sizes to take forms 6 in. x 4 in., 8½ in. x 5½ in. and 8½ in x 8½ in.
- Primus Continuous Stationery for use in the Register designed for your particular needs.



Portable Model. A smaller version of the Standard Model. Easily carried. Identical performance except for locked copy.



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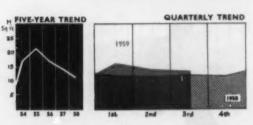
BRANCHES: BELFAST, BIRMINGHAM, BRISTOL, DUBLIN, EDINBURGH, GLASGOW, LEEDS, LEICESTER, LIVERPOOL, MANCHESTER, NEWCASTLE.

#### CAPITAL SPENDING

#### STATE OF THE NATION 4

#### FACTORY BUILDING APPROVALS

There is still no sign of any marked recovery in factory building. Approvals are a little up on last year, but in the last six months for which figures are available, they are 25 per cent down on the same period of 1957—and 1957 was only an average year. Manufacturing industry has yet to decide that the present economic recovery is going to strain its existing factory space.



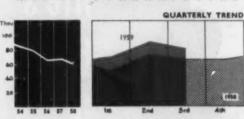
#### MACHINE TOOL ORDERS >

The prospect is brighter in machine tools than it has been for some time, with some leading manufacturers reporting an improvement in ordering, especially from the home market. It is as yet too early to report a substantial movement towards re-equipment in industry, but the signs are encouraging. The recent reduction in duties on imported machine tools will result in increased competition for British manufacturers.



#### HOME BUILDING STARTS

Demand for new houses is still very heavy, but money is not flowing in to the building societies fast and they may begin to lend a little less freely. As forecast in BUSINESS, house building starts in the third quarter are 25 per cent up on last year. In the same quarter advances by building societies reached a new high.



Building. New figures published by the R.I.B.A. suggest more work for building contractors.

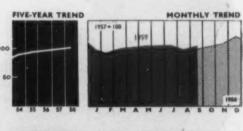
Private fixed capital expenditure, 1959: About the same as 1958, according to the Board of Trade.

Plant and Machinery. F.B.I. Enquiry shows a greater proportion of business men planning to spend more.

#### CONSUMER SPENDING

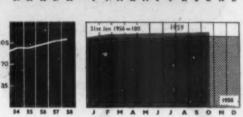
#### % RETAIL SALES

Retail buying may reach an all-time high this December. Many traders consider prospects excellent and have stocked up accordingly. Dealers in electrical goods expect the post-Christmas dip in television and radio sales to be smaller than usual. The multiples (chain stores) are still doing best of all. The summery autumn did not help sales of winter clothing and footwear.



#### WAGE RATES >

There is little prospect of any overal! increase in wage rates for some time. The National Union of Railwaymen have put forward a claim for a 'substantial' wage increase but this will almost certainly be turned down. The continuing stability of prices has deprived the unions of their most powerful argument. Industrialists are exhorted to pass on the benefits of higher productivity in price cuts rather than in higher wages, salaries and profits.



Clothing and footwear sales are up three per cent on the year.

Cash. The fiduciary note issue has been raised £50m. several weeks earlier than usual.

Durable goods sales are up 17 per cent on the year.

CREDIT AND PRICES, PAGE 11

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LEABANK

chair!

KOSO MANACER'S CHAIR

Just one example of the my available. In Visyl, Mognette or Cond. Prices from

Detatts of full range of steel furniture on request.

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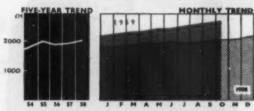
Member of the Owen Organisation.

#### **CREDIT**

#### STATE OF THE NATION 5

#### BANK ADVANCES

There is no apparent reason why banks' advances to customers should not continue to grow. The Government seems quite ready to provide the necessary basis of liquidity. (But Mr. Amory admits he is watching.) in October they took a further leap upwards. The increase of £66m. was more than that of the previous two months together.



#### HIRE PURCHASE DEBT

The expected pause in the growth of H.P. debt will probably come early next year. Meanwhile it continues to grow. Last month BUSINESS indicated that a factor inhibiting the growth of H.P. was a shortage of cars. They became easier to get in September and HP debt rose £28m., of which about £18m. was for vehicles. The total is now 63 per cent up on last year, at £784m.



Business loans. Smaller businesses will be interested in the Midland Bank's new short-term loan scheme.

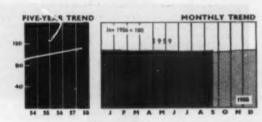
Bank deposits are £464m. (six per cent) up on last year.

Bank rate at four per cent is unlikely to change in the near future.

#### **PRICES**

#### RETAIL PRICES >

There are five reasons for hoping that prices will fall: 1. Productivity is rising faster than wages; 2. The growth of price-cutting self-service stores, and the reaction to this of the Spar group of grocers; 3. Many prices have fallen already, e.g. tyres, lamps, washing machines; 4. Import quotas have been removed over a wide range of goods; 5. The Chancellor of the Exchequer is putting his authority behind the appeal for lower prices. On the other hand, import prices show a tendency to rise.



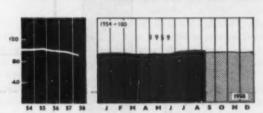
#### RAW MATERIAL PRICES

Prices of raw materials used in industry are more likely to rise than to fall. In October the Board of Trade index reached 102.4, its highest point for two years. This rise—of 0.4 points on the month—reflected the firmness of non-ferrous metal prices. Rubber, hides and skins, which have risen this year, fell back.



#### TERMS OF TRADE

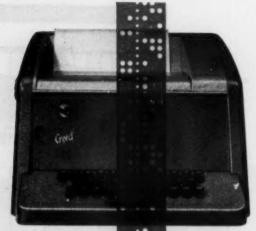
The terms of trade must be expected to turn against us. Since the middle of the year the prices of the basic materials of industry have risen steadily, and this trend will probably continue. On the other hand, this country's export prices must be kept down. Recently three authorities—the Chancellor of the Exchequer, the president of the F.B.I., and Barclays Bank—have warned on the United Kingdom's competitive position in world markets.



The Financial Times' Commodity Index at 81.71 is 1.14 points up on a year ago.

Tramp shipping freights. The index has stayed around 70 for the past four months.

Tramp Time Charter rates. The latest index shows almost no change at 55.4.



# 90000

# teleprinters and punched tape equipment

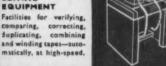
#### TELEPRINTERS

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—over any distance, bebetween any number of
locations. A single, initial
transmission delivers data
at destination(s) in printed
page form, on multi-copy
stationery or as punched
tape for subsequent automatic processing.



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#### EDITING

comparing, correcting, duplicating, combining and winding tapes-automatically, at high-speed.

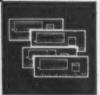


#### READERS

For continuous automatic telegraphic transmission of punched tape data at full circuit capability; for input of data to computers and other tape controlled equipment.



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Alpha-numeric punching
of data along edges of unit
-record cards and tickets
with simultaneous page
print-out of coded data;
automatic
high-speed
conversion of edge card
data to punched tape for
telegraphic transmission
and/or further machine
processing.



Creed & Company Limited

TELEGRAPH HOUSE . CROYDON SURREY

# **Exports** need the personal touch

a reader's request for information on selling abroad (Second Opinion. November). May I point out that it is essential for any manufacturer who is really serious about exporting to have personal contact with the markets in which he intends to sell. Only then can he have any idea of what these markets really require.

Many manufacturers hesitate to appoint a full-time representative, as it is expensive. But if they were prepared to give a basic retainer to an individual getting retainers from two or three other noncompeting firms, the cost would only be in the region of £1,500 a vear.

This is not an unreasonable expense for Europe. In many cases a manufacturer cannot expect to pay less for a representative covering a much smaller area in England.

It is, however, remarkable how many manufacturers can only think in terms of small commissionspresumably on the grounds that they can lose nothing by offering such terms. In a considerable number of cases they have not much to gain either.

KENNETH DUNKLEY

83 Broadfield Road. Hemel Hempstead. Herts.

#### Ten pennies to the shilling?

Is it really necessary to go to such elaborate lengths (Letters, November) to produce a new decimal currency when the old one will do very well?

Ours already is a decimal currency. Half a pound is ten shillings; a quarter of a pound is The XYZ operator puts him

In your last issue you answer five shillings; one-tenth of a pound is two shillings; .05 of a pound is one shilling. Decimalization is already an accomplished fact.

> The only trouble is that we insist that there are 12 pennies in a shilling. Make it ten to the shilling and have a fivepenny piece as the smallest 'silver' coin and no further changes are needed.

> > JOHN ALLAN MAY

163 Strand. London, W.C.2.

May I use your letter columns to congratulate the Purchasing Officers Association on their new COURSE "Certificate of Storekeeping "?

They have given industry a lead in showing the need for personnel trained in stores procedure. In a number of businesses the storekeeper is a cross between a labourer and a clerk. Yet this section should be organized on a profit and loss basis in just the same way as the production line.

Employers who follow the association's lead will, I feel sure, find that proper training is a good management practice which will pay dividends.

J. CARTER, A.N.I.Eng. 21 Queen Victoria Street.

Knavesmire.

Congratulations! At last someone has signalled one of the basic elements of public relations (Sabotage on the Switchboard, October). But of what avail is the most efficient, intelligent and tactful switchboard team if the rest of the firm cancels out their efforts?

Here is a true-life example. Jones, having placed an order with XYZ & Co., telephones to find out why his goods have not arrived.

through to Smith, who listens to his detailed story and then says: "You want Mr. Brown."

Jones starts all over again and tells Brown the " hole story. Brown then transfers and to Evans, who in turn hands him over to Green. who passes him on to Robinson. Eventually the client reaches an individual who tells him that this particular enquiry is not handled in that building!

W. F. ELLIOTT

Cinetechnic Ltd., Greenford. Middlesex.

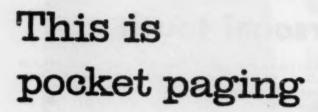
#### These planes are cheaper

"The £s.d of Executive Flying" in your November issue is likely to discourage rather than encourage the growth of executive flying in this country, as the figures quoted of capital cost and running expenses put it out of the reach of the smaller company.

It is possible, however, to own and fly a four-seat plane for a fraction of the cost quoted. Price in the United Kingdom of a new Piper Tripacer is approximately £5,250, for the Cessna, £8,500, Piper Comanche, £10,250, and Beechcraft Bonanza, £12,000. But it is now possible to obtain these planes here second-hand and in excellent condition for very much lower figures.

All these are four seaters and the quoted average running costs -based on 200 flying hours per annum-are in no case more than 11d. per seat mile. Cruising speeds vary from 125 m.p.h. for the Piper Tripacer to 180 m.p.h. for the Beechcraft, with correspondingly

continued page 15



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Until it is realized that private executive flying is not out of the reach of smaller companies, and also how many small landing fields already exist—though more are required—it is not likely that executive flying will advance rapidly in this country.

My interest in the subject is solely that of someone already learning to fly, with a view to owning a plane—certainly second hand at first—and then using it for both business and pleasure.

J. E. PETERS Shearstone Peters and Dann, Gell Street, Sheffield, 3.

#### Handwritingcontinued

It is reasonable to assume that aspects of personality are expressed in handwriting, but to consider that graphology is "almost infallible as a guide to temperament, physique and character" (Letters, November) even when interpreted by an 'expert' is surely dangerously misleading.

There is little scientific evidence that a key to the interpretation of handwriting has been found. If and when such a key is found, it is bound to be extremely complex, without the simple sort of rule of the type suggested—that meticulous copybook handwriting in middle aged and young people means the writer is immature or an introvert. This type of over-simplification can only lead to great errors.

D. Mackenzie Davey
The Red House,
Cowfold, Sussex.

## Those incompetent shorthand typists

BUSINESS may be wrong to suggest that dictating machines may oust the secretary (Letters, October). But it is not wrong to suggest that dictating machines will more and more be used in place of shorthand typists.

Certainly the young lady who is Middlesex,

continuing... LETTERS

a competent shorthand typist and at the same time personal secretary to an executive is an invaluable person and can never be replaced. But a very small percentage of those claiming to be shorthand typists are competent and can be replaced effectively by the dictating machine typist.

The advantages of the dictating machine system over the shorthand typist are numerous and powerful. Shorthand writers—good shorthand writers—will always be with us, fortunately. But the speed and accuracy of modern business requires modern methods.

S. E. Wood-Hic.s General Secretary, Typewriter & Allied Trades Federation, 125 High Holborn, W.C.I.

## They count-

I have read a lot lately about 'progressive' management who do not require employees to clock-in, allow junior executives to spend £5-£10 without specific permission and give financial backing to their firm's sports days, clubs, outings, and so on.

I do not-I hope-present a Victorian front to my employees, but I believe such principles lead to irresponsibility rather than respon-At the same time I sibility. consider it essential to keep the contract between myself and my employees as simple as possible: I pay them wages-they give me work. They check their wageswhy shouldn't I check their time-If they are keeping? time-keepers I dock their salary. And if they are consistently late I sack them.

J. C. CROWN

Rayners Lane, Harrow, Middlesex We have had such an overwhelming response from the article you published about this company and its managing director, Mr. D. M. James, that we had to write and tell you how pleased we are about it. It has elicited comment from quarters we had never expected...

BOB DILLNER

Beanstalk Shelving Ltd., Chichester, Sussex.

#### QUOTE

I suggest that Government should be conscious of the supreme national value of good management. Managers are normally in the £1,500—£10,000 income group. Supertax in 1913 was 6d. in the £1 maximum rate with the first £3,000 of income exempt and with a standard rate of 1s. 2d. in the £1. In 1958 the level of exemption was £2,000 p.a. with a top rate of surtax 8s. 6d. in the £1 above £10,000 rising to 10s. in the £1 over £15,000 and with a standard rate of 8s. 6d. in the £1 income tax. If the £1 sterling was worth 20s. purchasing power in 1913 it was only worth less than 5s. in 1958. What a burden! What a load! How unfair! Government should act immediately. Harold Wilmot, Beyer Peacock Group.

Having received your September issue, may I offer congratulations for yet another edition which is extremely informative and of excellent presentation. The article "Will the secretary survive?" was particularly interesting to us . . . G. W. Crow

Rank Precision Industries, Mitcheldean, Glos.

> Please address your letter to: Editor, BUSINESS, Mercury House, Waterloo Road, London, S.E.1

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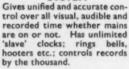


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# MANAGEMENT AT WORK

. . IN EDINBURGH

#### The man who delegated ALL his work away (see "No executive function")

**Edited by William Hughes Ross** 

I found management in Edinburgh, as in the rest of Scotland, still smarting from the whipping it received from Sir Alexander Fleck in his 'Scotland is backward' speech at Gleneagles some weeks before. Alan Beaton, director of a firm of management consultants in Scotland, was rubbing salt in the wounds. Much of Scotland's unemployment, he declares, is the fault of lazy management—too slow to invest in up-to-date plant, too myopic to work out better labour relations, too ready to beg help from London.

Are they right? I can give only the bright side of the picture—and there is a bright side. For Edinburgh's managers threw open their doors for me. Only progressive managements talk to strangers.

#### No executive function -and proud of it

HARRY CRUDEN, chairman of one of the biggest building contractors in Scotland, told me quietly that he does not work nowadays. He only gives advice to the top executives who do - and some are under 30. That is what he is doing in the picture.

When Malcolm Matthews joined Crudens Harry Cruden singled him out for promotion early on. When he was 25, Mr. Cruden moved out of the managing director's chair to make way for him. And now, three years later, he knows he did not make a mistake. Technical qualifications are unnecessary for management, says Cruden. Get the managers first; then buy the experts.

Such is the delegation of duties that Mr. Cruden never dictates a letter - except, of course, personal ones. He never bothers to glance at incoming mail. But he reads all outgoing letters. This, he says,

short-circuits the process. Outgoing mail reflects the sort of mail that comes in, how it was dealt with, and how quickly. And reading it takes only 20 to 30 minutes a day.

The door marked "H. Cruden" opens on to something much more like a friendly sitting room than an executive suite. His desk is small and modest.

But youth is Mr. Cruden's abiding theme (he is 63). "Catch them young. Let the Outward Bound people bring out their initiative. Give them a responsible management job and let them get on with it, giving a minimum of guidance. Let them learn by doing."

#### Helping to stop the drift south

WHY SHOULD a group, with interests spread widely throughout the country, and with administrative headquarters in London, choose Edinburgh for their central research laboratories? I put the question to

#### MANAGEMENT AT WORK

John K. Fleming, chief chemist of the Cerebos Group.

The reasons he gave are simple. Cerebos have five manufacturing units in England and three in Scotland, and Edinburgh is the only university town convenient to any factory. The mills of A. & R. Scott — manufacturers of Scott's Porage Oats — are at Colinton, only four miles away. All the other factories in the group are between 15 and 30 miles from the nearest university. And Cerebos have to keep in close touch with the University to maintain close liaison with academic scientists.

Another reason for choosing Edinburgh was the excellence of its libraries—especially the National Library of Scotland and that of the Scottish Home Department. The libraries file most of the scientific publications which Cerebos have to consult from time to time.

At the present time there are seven research workers with their assistants at Colinton and the majority of these graduates are Scots. To this extent Cerebos help to stop the southward drift of brains.

Research is a key factor for Cerebos — the way it is directed shows it. The deputy chairman of the group is head of a research committee which allocates priority among demands of member factories.

# Americans and Scots —by an Englishman

LEONARD BAILEY, managing director of Ethicon Ltd., makers of surgical ligatures, Sighthill Industrial Estate, is a great admirer of Americans and Scots. He himself is from south of the Border, but he and his Scottish employees work for the American Johnson & Johnson group. But during his 12-year direction of Ethicon he has formed refreshing views.

The Scot: "He cannot be pushed. He must be understood. American know-all managing directors who come to Scotland for a two-year tour of duty and hope to blaze a success trail are doomed. On the other hand, send a Scots executive to America or show him an American idea. Leave him to mull it over. Soon he comes up with an adaptation."

Of course, Mr. Bailey is singularly fortunate. There is no American Johnson & Johnson executive in Edinburgh continually looking over his shoulder. The only control from America is financial.

This freedom pays handsome dividends. It enables Ethicon to merge completely with their background. The result is a lesson in community relations. Ten managers hold office on 32 committees or associations. Bailey himself is a town councillor and holds nine other offices.

Ethicon were one of the first to move to the thriving Sighthill Estate, where there are now 25 other firms. Ethicon took the lead in forming an industrial area committee which puts the views of the companies before the local suppliers of services.

Students from the university's department of commerce study Ethicon's production control system.

# QUOTES



Lord Balfour: "Consultation should be informal" (see p. 24).



Tom Melvin: "The Japanese give long-term credit. Why can't we?" (See next page).



Leonard Bailey: "The Scot cannot be pushed" (this page).



Dr. Hugh Nisbet: "Response to my management courses was a pleasant surprise."

Science students make pin money in Ethicon laboratories during vacations.

The company is a patron of Scots art. They sponsored a recent show of 52 paintings by 26 young Scottish artists in a city gallery. Ethicon bought 15 to hang in their offices. Three more were sold through their efforts.

# How statistics aid quality control

To travel from one progressive management to another, as I do, is to be more and more convinced that the best management techniques have universal application. Take statistical quality control—s.q.c. A Balerno paper mill, John Galloway & Co., are using it to maintain the consistency of their quality standards. Yet the last time I saw this was in a Crawley ball-bearing firm.

Statistical quality control takes the responsibility for quality out of the employee's hands — even, to some extent, out of the inspector's, and puts it in the works manager's, where it should be anyway.

At John Galloway's it works very simply. Paper-



What if our place went up? Factory destroyed, records lost, production stopped! What ought we to do?

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## The traditional . . .





Top: Work study helped to show Charles Mackinlay and Co., Leith, how much a case of whisky costs (see page 28). Below: It also helped John Galloway, papermakers, to make the most of their labour force (see "Statistics aid quality").

making machines, like all machines, work within certain narrow tolerances, producing paper varying in various characteristics—thickness, for example. Tests establish the tolerance of every machine and so long as these are within stringent requirements, all is well.

Samples of paper are continually tested in Galloway's laboratories and the results sent to the works manager. When any characteristic of the paper gets beyond the limit established for a particular machine, even if it is well within the customer's specification, the works manager informs the machine crew. Not until then do they alter the machine controls.

In this way wastage is kept to a minimum and management knows all the time not only exactly what quality is being maintained, but what to do about it. Operators concentrate on running the machine without worrying continually about the control settings.

Associated Industrial Consultants, Edinburgh, helped to install the system.

#### He needs longterm credit

Man with a double grievance is Tom S. F. Melvin, managing director of Bertrams, paper machinery makers, Sciennes.

#### MANAGEMENT AT WORK

## and the modern



Workers look like surgeons in Ferranti's 'clean room.' Overalls keep dust from clothing away from intricate parts of gyroscopes for guided missiles, at the Edinburgh factory.

First, the Outer Seven agreement. It enables the Scandinavians to flood Britain with cheap paper, made from their own wood pulp. Scottish paper makers will be unable to buy his machinery.

Now comes his second grievance. He is quite ready to find new markets abroad—Bertrams have been exporting paper machinery for years. But here he is increasingly frustrated by the long-term, no-interest, no-deposit, credit terms which the French, American and Japanese governments enable their exporters to offer to countries like India. And credit is particularly useful to the buyer of a paper mill, which might cost up to £2m.

Compared with this, the Export Credits Guarantee Department will advance only 85 per cent of the total, at an interest slightly more than Bank Rate. Other charges can bring the cost of purchase up by more than 25 per cent.

Meanwhile Bertrams will probably have to concentrate on good payers like the Commonwealth and Israel, leaving customers like India and South America to suppliers who offer government credit.

# Managements support college courses

WHEN DR. HUGH NISBET, principal of the Heriot-Watt College, launched a course of Management Studies in 1950 he was doubtful of support from local managements. Even when these managements sponsored 48 students in the first year his doubts were not entirely dispelled.

But now, nine years later, an average of 25 to 30 young management trainees enrol each year for the British Institute of Management course. Dr. Nisbet prefers entrants in their mid-twenties. By then they



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month.

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open here?
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BACK FROM SWITZERLAND and appointed to the Board of Merchant Adventurers is 28 year old Roland Boissevain, director of Ventura Lighting.



#### MANAGEMENT AT WORK

have an idea of the responsibilities of management and are more likely to stay the course.

After interview, advice is given and if the applicant is considered to be insufficiently qualified he is advised to take preliminary training.

Courses are supervised by Joseph Gloag. Management lectures are often accused of being too theoretical. But Gloag's feet are firmly on the ground—and kept there by daily contact with local manage-



Management lectures have a basis in reality at the Heriot-Watt College.

ment problems. He is a member of the local work study group, the Chamber of Commerce, the local productivity committee, and of the Management Association for South-East Scotland.

Partly due to these contacts Mr. Gloag and his staff are sometimes called in by firms with management problems. Generally they can offer a solution. And these practical exercises provide excellent casestudy material—anonymous, of course—for his students.

#### Where bankers go back to school

ALL 1900 OF THE staff of the Royal Bank of Scotland, from managers to women clerks, will during the next few years have gone through a residential training or refresher course at their staff college.

The college was developed from courses which the bank ran at an Edinburgh hotel for their accountants over several years. The experiment was so successful that they decided to set up their own college — for all staff. A mansion house at Wester Coates, on the main road to Glasgow, was acquired. There are a lecture room and a model bank as well as lounge, dining room, and 10 bedrooms.

There are five courses: for new entrants in their first year, juniors with some experience; an intermediate or pre-accountant course; a senior course, and a managers' conference. The first two courses last a week, the rest, two weeks.



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## PACEMAKERS continued



FIRST WOMAN legal adviser ever appointed by a bank is Noreen Gibbons, of Lloyds. Her new job ranks at bank manager level.



BOUND FOR AMERICA to examine current trends in direct mail techniques and machinery, are H. S. Nelson (left) and A. Lyons of British & International Addressing.



NEW DIRECTOR (1) is P. J. C. Perry, recently appointed at the British Association for Commercial and Industrial Education.

**NEW DIRECTOR** (2) is J. N. Toothill, of Ferranti. He joined the company 24 years ago. Also holds high offices in aviation and Scottish industry.



#### MANAGEMENT AT WORK



After the formal lectures, course members at the Royal Bank of Scotland's residential college visit local firms to get the practical slant.

In the course for young people the emphasis is on the practical. They are put behind the counter of the model bank and transact normal business. staff and other students acting as customers. Occasionally, a superior rings up to ask simple or awkward questions, as a customer might, and expects polite, intelligent replies. Students handle 'vouchers' and cash and have to balance at the end of the day.

I sat in on a managers' conference. They had been selected to give a wide variety of background from small Scottish country towns to London. from farming communities to heavy industry. The emphasis was on advances, a subject on which managers cannot have too much experience. The conference divided into syndicates, under a leader. to discuss anonymous case studies drawn from the bank's files.

There are also lectures by university staff on various industries followed up by visits to local firms belonging to these industries.

The advantages of the course, at all levels, are: it provides a common meeting ground for the entire staff, from the north of Scotland to London, where they discuss each other's problems; it helps to standardize procedure; and assists the development of the young people who will be the bank accountants and managers of tomorrow.

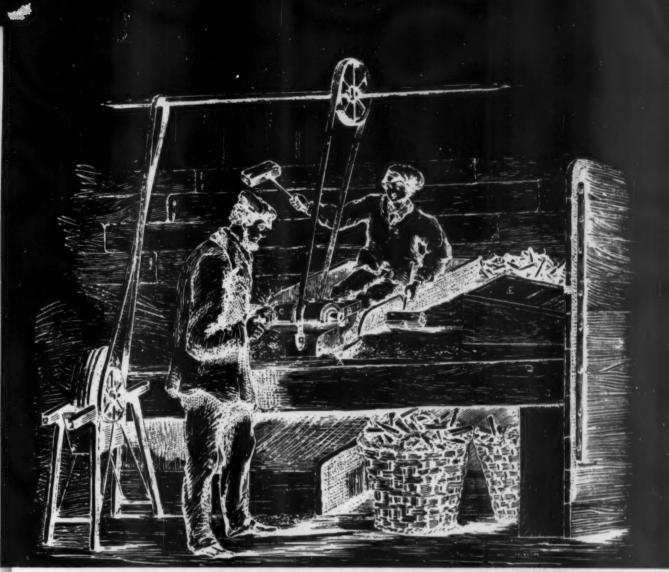
#### Joint consultation?—He

prefers a chat

MANY BUSINESSMEN are enthusiastic about joint consultation-that is, if they have experienced it.

But the Earl of Balfour-chairman and managing director of Bruntons (Musselburgh) Wireworks, has experienced a great deal of it during his business life. And he believes that, as far as his own company goes, informal consultation between men and management is far more satisfactory.

"Regular joint committee meetings with management tend to give employees' representatives the feeling that unless they criticize management for



A Reproduction from an 1857 print

## We've come a long, long way...

. . . In terms of engineering progress we've come a long, long way since the brothers Robert and James Dick established their first factory in Glasgow in 1846. In terms of time it is only a hundred years since workshops such as the one above were all that was available to the engineer and the manufacturer. With the invention and patenting in 1885 of the original balate, guttapercha and canvas belting, R. & J. DICK became one of the first firms to achieve a break-away from the old-established practices. Since that time the DICK Group has expanded until it now covers the entire field of Power Transmission equipment. Among the products offered by the Group are Balate, Rubber and Plastic transmission and conveyor belting, we ropes of the balate element, endless rubber and V-link varieties. Our factories also produce pulleys, flexible couplings, bearings, fasteners, belt dressings and other power transmission equipment. A technical advisory service is available without obligation at our many branches both in Great Britain adverseas. DICK products are manufactured at the original Greenbead Works, Glasgow, at Castleton Mills, Leeds, and also at subsidiary companies in Birmingham and Blackburn. The DICK Group of companies operates factories in the United States, situated at Totows, New Jersey and at Muscatine, Iowa.



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#### Management at work

something or other they are letting their men down. At best, this can be a waste of time, at worst a continual pin-prick for management."

And so at any time employees at Bruntons can have short-notice discussions with the management on grievances. All, that is, except pay, which has to go through normal union channels.

The employees' suggestion scheme is on the same informal basis, payment being made on an *ad hoc* basis for all suggestions which show merit.

Lord Balfour is this year's president of the Management Association for South-East Scotland.

#### No mistakes with their members now

THE National Trust for Scotland depends to a large extent on contributions and subscriptions from members. But they had a serious problem with their membership files, largely because of their success in attracting new members. A system installed for 2,000 to 3,000 members was breaking under the strain of 12,000.

Consultants were asked to help. They found that members were filed in a loose-leaf folder under various headings—ordinary members, life members, donors and so on. Consequently when a cheque was



A visible record card index solved a membership problem for the National Trust of Scotland. Multiple posting of entries avoids errors.

received it was often necessary to hunt through several sections. For the same reason it was difficult to keep track of reminders sent to members. Some often received more than one. Others received none at all. Meanwhile the cashier was becoming encumbered with a lot of clerical detail.

The solution was to replace the loose-leaf system, with its various sub-divisions, by a visible index card system, all filed in straight alphabetical order. But the distinction between the various types of member was indicated by coloured tabs attached to the cards.

A system of writing receipts was introduced

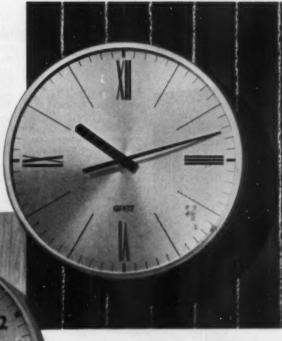


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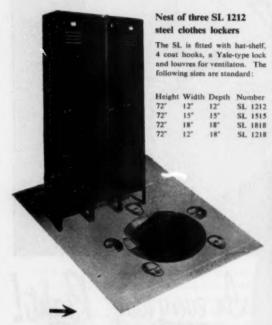
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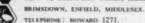
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#### MANAGEMENT AT WORK

whereby at one writing is produced not only the receipt but the cash book entry and the bank pay-in slip. The system requires less effort than previously and the cashier is able to concentrate more on looking after the cash.

#### Their staff clamour to be 'converted'

WHEN St. Cuthbert's Co-operative - it covers Edinburgh and is the biggest in Scotland - recently replaced their retail shops at Leven Street with a supermarket, the occasion gave food trades manager W. G. Henderson the opportunity to tell me a few things about St. Cuthbert's 11 years' experience of converting to self-service.

First, he told me, turnover rises by 20 per cent or more. Fewer staff are needed to run a self-



Behind this front were backyards. A bulldozer entering through the former shop at the right cleared the rubble. Result: St. Cuthbert's biggest supermarket.

service store of equivalent turnover, but the increase in business takes care of any staff who might otherwise be 'spare.'

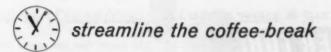
Then Mr. Henderson had something to say to critics who deplore the 'impersonal' aspect of selfservice. It is often the reverse. The branch manager, relieved of much administrative detail, has more time to meet customers, and get to know their preferences.

Staff certainly prefer self-service too. Employees in retail stores look forward to the day when they will be converted.

Conversions are done over a single week-end. A nucleus of check-out girls are trained on cash registers in the back shop during the week prior to conversion. Changeover is invariably smooth.

#### What does a case of whisky cost?

MOST PEOPLE think they know. Charles Mackinlay and Co., Leith, whisky blenders and bottlers, thought they knew, too, until they tried to find out. It took them a lot of time and patience. But now that they





# NESCAFÉ

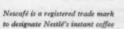
gives you

## BETTER COFFEE in LESS TIME at LOWER COST

A delicious cup of coffee while you work is stimulating-refreshing! Use Nescafé for your coffee-break -it's the modern way to ensure good coffee easily.

No waiting. No bother. No skill required. Nescafé makes coffee instantly in cup, jug, urn, or in most machines. Firms, large and small are finding Nescafé EASILY THE BEST COFFEE -and certainly the most economical.

Nescafé comes in a tin suitable for everyone, SMALL, MEDIUM. HANDY and LARGE Many organisations will be interested in the special catering pack; please write for details to Sales Division (Catering Dept.), The Nestlé Company Limited, St. George's House, Wood Street, London, E.C.2.





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For further particulars write to:-DIALLED DESPATCHES LTD., The Green, Gosport, Hampshire. Telephone: GOSPORT 80221.

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#### management at work

do know they can quote merchants for the best blends and know exactly the profit they are likely to make. In the competitive market that exists, this knowledge is paramount.

The cost of whisky is: the blended spirit itself; the maturing expenses (interest, storage, evaporation, etc., in the process of many years of maturing); bottling and packing materials; labour costs and, of course, overheads and delivery expenses.

The first step was to work study all the operations. That gave standard times for various operations which could be accurately costed. Thus, taking into account the cost of all materials, Mackinlays could form a realistic idea of what a given number of bottles should cost. From this a monthly budget was drawn up and compared with performance. This shows up variations from standard to actual costs.

Then this performance—i.e. the actual monthly cost of sales—is compared with total monthly sales to show over-all profit margin. This cost control system enables information to be constantly fed back to management. Thus they can now deal with problems of price-fixing with confidence. Policy discussions are made on up-to-date factual knowledge.

# This union is all for efficiency

THE WORKERS' UNION in the Scottish woollen industry is completely sold on work study for the simple reason that although it gets more out of the employee, with less effort, it is the basis of incentive schemes that put more in his pocket. So the union recently concluded an agreement on work study with the Scottish Woollen Trade Employers' Federation.

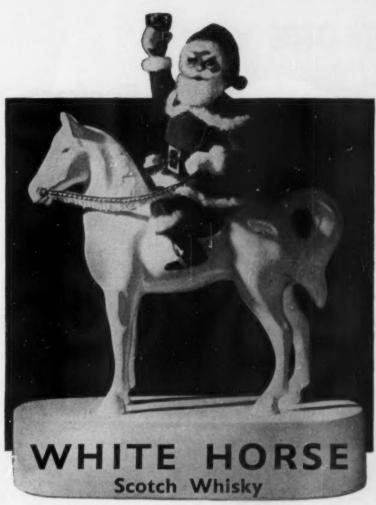
This agreement paved the way for the introduction of work study in the mills of more than a dozen of the federation's 75 members. Walter Ballantyne, chairman of the federation, told me in his Walkerburn mill of the changes he was about to make.

Work study is first being applied to mending—removing the faults from the cloth. Previously payment was according to the time taken on the job—it penalized efficiency. Now work study, consisting of measuring the time required for a given job, will establish fair incentive payments.

The technique will be applied eventually throughout the whole mill. But the advantages will not end with efficient production. The establishment of standard times for processes will enable Ballantynes to plan production well ahead.

This was always a headache. An enormous variety of types, qualities and colours of yarn are used. Urwick Orr and Partners, the consultants, are helping Ballantynes introduce new procedures.

Improvements which stem from these measures include more control over materials, and the provision of accurate and up-to-date information for the buying and holding of raw wool and yarn stocks. This is expected to result in a reduction in wool stocks alone of some £20,000.



Send your good wishes by White Horse

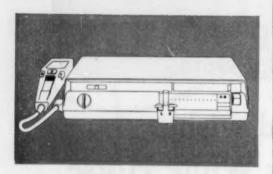


When it comes to the choosing of Christmas presents there is a remarkable unanimity among leaders of opinion. They give White Horse—the gift they would choose for themselves. White Horse is a gift on the highest level and your supplier will be happy to provide any quantity you require.

In cases of one dozen £22.10.0; or uncased-half dozen £11.5.0; quarter dozen £5.12.6; single bottles £1.17.6.

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DICTAPHONE COMPANY LIMITED, 17-19 STRATFORD PLACE, LONDON, W.1. Phone: HYDe Park 9461 and branches all over the British Isles.

The words Dictaphone, Time-Master and Dictabelt are registered trade marks.

# Briefcase in a sandwich tin?

AVE the boards of the nationalized industries the right to advertise for and appoint management trainees without reference to the rank and file of the union? Especially when union members show a marked reluctance to put themselves forward for these posts?

Here is just what happened recently, as reported in the magazine of the Transport and General Workers' Union. Record.

First, the National Dock Labour Board advertise in the national press for management trainees. Immediately Bro. C. E. Akroyd, of the union's clerical branch, protests to the general manager. Members of the staff, he insists, must get priority.

General manager retorts that filling of vacancies is a policy matter for the board. Explains that although the board are committed to the principle of "seeking the best material at every level" no suitable staff were in this case available. He points out that normally the list of applicants for "halfway up the scale" jobs is disappointingly short.

Bro. Akroyd decides to investigate and discovers from his colleagues that this is perfectly true. Men most likely to be promoted have young families, various commitments, and do not want to move. Bro. Akroyd throws the ball back into the manager's court, saying that other industries have the same problem and overcome it with "goodwill."

Then the board reply that they agree—as they always have—to inform staff of vacancies as they occur. (This is really where we came in.)

Meanwhile, branch meetings of the union discuss the matter. They complain of repeated rejections of applications for promotion, without indicating whether good reasons were given or not. They quote examples of senior employees being passed over—forgetting that they agreed it was young men who were wanted anyway. Then they argue that when trainees from outside become proficient there will be even less chance of promotion for union members. But they would attack the board bitterly if the trainees were failures.

Surely there is a strong smell of red herring throughout the whole controversy. Men either want promotion or they do not; they are fit for it or not. And if there is a briefcase in their sandwich tins, it will surely show.



## COUNT THE LEGS.... and divide by four

There is a much easier way of getting at the facts than that!

The root of most paper work is the need for statistics and analysis on subjects like Sales breakdown, stock position, branch or depot returns, expenses, production schedules, etc.

See how all this kind of thing can be reduced to its lowest common factor through using only the original document. No copying, listing, extracting or general shuffling of forms.

Kalamazoo

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Send for leaflet "The new Kalamazoo Summarizer" and descriptive accounts of actual installations.

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Please let me have "The new Kalamazoo Summarizer"
and descriptive accounts of installations

Name ..

Name of Company

Address

BU.1259



# Cherwell — the amateur genius

E ARE all to some extent crazy mixed up people, and one of the delights of reading the lives of great men is to find that they are by no means the simple, uncomplicated, well-adjusted paragons we often assume them to be.

Dale Carnegie could certainly have done a job on Professor E. A. Lindemann, Lord Cherwell, "The Prof." He was a many-sided man: belligerent, obstinate, rude, disputatious, finicky, litigious, quick-thinking, opinionated, courageous. He was vegetarian and teetotal, loved society and the good things of life, and a first-class tennis player.

In his early days "The Prof." made important contributions to quantum physics, and as professor of physics at Oxford University did great work in developing Clarendon laboratory. According to Einstein he was one of the very few men in the world who, if something new came up, could rapidly assess its significance for physics as a whole.

But Einstein thought him essentially an amateur, and in the best sense of the word he probably was: by no means a poor man, in peacetime he often rose between 11 and 12 and did not work late.

It is not as a scientist that he will be remembered but as friend and counsellor to Sir Winston Churchill, as the *éminence grise* behind the war cabinet.

He had been Churchill's friend for many years, and became his scientific adviser when Churchill was First Lord of the Admiralty in World War II before he became Prime Minister. In war, his great value to Churchill, and to the country, lay in his insistence

\* The Prof. by R. F. Harrod (Macmillan) 25s. net. 26s. 6d. post paid.

on quantifying his arguments, even if this could be done only approximately.

In argument he was formidable, with a supernormal power for lightning calculation, sometimes aided by a pocket slide-rule. He thought deeply, and once he had argued a thing out with himself and arrived at a conclusion nothing could change it. He could not conceive that he might be wrong. In wartime this is no doubt a valuable trait in a man of high authority who was usually right, but it did not endear him to the service chiefs.

An interesting sidelight on the inter-war period concerns the disastrous return to the gold standard in 1925. Churchill was Chancellor of the Exchequer, and all the official advice he had from the Treasury and the Bank of England, and all the distinguished unofficial advice he was able to call upon was unanimous in favour of the return, with one exception only—that of Lord Beaverbrook.

This was one of the major decisions of his life the wisdom of which Churchill subsequently came to doubt. Harrod, who throughout seems to be concerned that his actions should seem important, says that he likes "to think that my intensive indoctrination of the Prof. in regard to this matter may have been one of the causes of Churchill's subsequently coming to have doubts about the wisdom of his policy."

Advertising: A General Introduction, by Robert S. Caplin, F.I.P.A. (Business Publications) 15s. net, 16s. post paid.

The "arliest advertisement on record is a 3,000-year-old Egyptian papyrus offering a reward for the recapture of a runaway slave. Five hundred years later a vase made by the Athenian potter Euthymides carried the advertisement: "Superior to the wares of Euphronios." This book is also, in its field, a superior ware.

Mr. Caplin is clearly in love with his subject, and a very thorough man. He begins every chapter at the beginning and goes—as one would expect from a good copywriter—clearly and succinctly through to the end.

In his chapter on Psychology—the key to all good advertising—Aristotle leads quickly on to Sigmund Freud. On group psychology he has some particularly interesting things to say. There are three groups.

continued page 36

BUSINESS will ob		CENTRE  f the books reviewed the full post paid price
ORDER FORM		Centre so Road, London, S.E.I
I enclose remittance &	*******************************	for the following books:
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Address	************	
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Think of a Conference..

hotels...multiply by all the magnificent facilities available... add a chef of international repute...take away anything less than the best...and

. the answer is the

May Fair



The Empire Suite Accommodating from 50 to 550 guests—which now has a unique display turn-table for the presentation of products of all shapes and sizes.

The Crystal Suite up to 300 guests.

The Lansdowne Suite up to 60 guests.

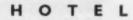
The Devon Suite up to 30 guests

The Cinema and Oak Room Suite a fully-equipped, modern cinema including closed circuit television with sound, and a complete bar and restaurant service on the spot.

Ballroom for full-scale receptions and dances.

Smaller Suites for more intimate func-

Public Relations and Photographic





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FOR FACTORY EQUIPMENT & OFFICE FURNITURE

BOOKSHELF continued . . .

One, employees, who are used to taking orders and for whom advertisements must be simple, direct and injunctive. ("Buy Slosho NOW.") Group two are the bosses who are used to giving orders and who "do not usually react well when given orders by others."

The third group comprises the poor but cultured, who insist that they know how to spend money better than others "because of their higher cultural background, standard of appreciation, critical faculty and level of intelligence." But before you claim membership, beware: it may reveal that you have a hatred of advertising, stemming from a deep-rooted secret fear of being identified with the masses whose vitality and vulgarity you hate. If this is you, you also hate the newspapers the masses read and you say "Of course, I never read advertisements." (But you do.) This is a first-class book which really does cover in brief clear detail all aspects of advertising, down to types of paper and print.

## Economics for new boys and old hands

Lectures on Economic Principles, Volume 3, by Sir Dennis Robertson (Staples) 16s. net, 17s. post paid.

Following volumes in the same series on value and distribution, this book deals with money and fluctuations of economic activity. It does not pretend to be a student's textbook, but rather a printed version of lectures delivered up till 1957 by the author, who held the Chair of Political Economy at Cambridge. Those already knowing some economics will be best able to put its ideas into perspective.

The book reminds us that rapid economic expansion is not the *only* social objective of modern society. The author pays particular attention to interest rates, which he has advocated for a number of years as being a more flexible method of controlling inflation than budgetary action—an idea only recently gaining popular acceptance.

Elementary Mathematics in Economics, by W. T. Dowsett (Pitman) 30s. net, 31s. post paid.

Call a spade a spade, says the author—and goes on to show how it can be done in the sometimes involved subject of economics. Flowery language expressing abstract ideas can lead to wrong conclusions, he points out, hence the need to introduce mathematical principles—"a shorthand of logic"—into everyday economics.

We already have econometricians — that is, economists using higher mathematics as a plaything.

continued page 38

BUSINESS

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SPOSS PRODUCTS LTD. Specialists in floor maintenance materials announce

Particularly suitable for Thermoplastic Tiles



efficient and successful treatment for all our floors-floors which were always difficult to clean and maintain, including Thermoplastic Tiles, are no longer a problem. A major difficulty is retaining cleaning staff; the ease of application of WAX CLEAN which completely eliminates an entire cleaning operation, is undoubtedly an important factor in ensuring satisfactory staff relations."

NON-SLIP: The danger of accident through a slippery surface is definitely eliminated with WAX-CLEAN. Provides a sheen without a dangerous high

ECONOMICAL: WAX-CLEAN does the job of both a floor cleaner and

'FEEDS' THE FLOOR: After cleaning, WAX-CLEAN leaves behind a wax deposit which 'feeds' the pores and grain of the floor.

PRESERVES AND CLEANS: WAX-CLEAN cannot harm your floors on the contrary it provides the protection essential to their long life as well as cleaning them.

EASY TO USE: WAX-CLEAN is simply added to the washing water. Subsequent sweeping is made very much easier.

MAKES FLOORS 'COLOUR-CLEAN': WAX-CLEAN makes floors not only clean but 'colour-clean' - bringing out their full natural beauty.

Price 8/6 half gallon; 16/- gallon



AND LIQUID FLOOR DRESSINGS

PROVE THE VALUE OF THIS IMPORTANT NEW DISCOVERY

Send for a trial | gall. can. Ask your Secretary to clip and post this coupon for immediate delivery or further information

To:	Sposs	Products	Ltd.,	10	Sovereign	Street,	Leeds,	1.
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½-gal. trial can of WAX-CLEAN (price 8/6) (Please put X Please send me/us Further information.

in appropriate

B/12/59



Managers and buyers in works and offices all over the country specify Flo-master for all forms of marking because it is the most reliable medium available today.

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Fade-resistant inks available in 10 colours.

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SIZE

## Flo-master

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DEPT. G, 215,217 Coldharbour Lane, LONDON, S.W.9

Telephone: BRIxton 0747-8-9

#### BOOKSHELF continued

But ordinary mortals do not need such detailed knowledge: only a willingness to learn new tricks if they are short cuts. Practical applications of such relatively simple mathematics include marshalling of facts, finding the strength of economic forces to find the best remedying action, and seeing how a given economic quantity changes over a period of time.

Readers may feel with the author that a mathematical problem is a thing of beauty, making a man an addict. Even if you are not this type, he points out, mathematics in economics is neither unreal nor some strange faculty not found in common man. Even non-mathematical businessmen will be interested in such chapters as 'Competitive markets' and 'Mathematics of profit maximization.'

## On the road to bigger big business

Business Cycles and Their Causes, by W. C. Mitchell (Cambridge University Press) 13s. 6d. net, 14s. 6d. post paid.

If only businessmen could foretell the future, life—and profits—would be so much better. But, says this former professor of economics at Columbia University, a pattern does emerge. All that is necessary is to know the pattern and to understand the components well enough to spot them when they occur together, giving an apparently unusual sequence.

This book—a paperback—is well documented with tables, especially in the chapter dealing with the nature of crises. After dealing with business depression it goes on to discuss wider aspects of business cycles, including the exceptional opportunities available to certain people and barometers available to the public through the financial pages of newspapers.

**The Business Computer Symposium** (Pitmans) 75s. net, 76s. 6d. post paid.

This is a record of papers presented, and the discussion which followed, at the business computer symposium held at Olympia last December. The 23 papers came from pioneers of automatic data processing and it was realized at the time of organizing the symposium that the content of the papers would reflect the infant stage of the subject.

The fact that the papers might be in some part theory, which could later be completely reversed, was accepted. The value of this book therefore lies in the fact that it is a record of early thinking modified by later experience. In this way the almost verbatim reporting of the discussions is especially valuable.

## **Light-Sensitive Cells**

What are light-sensitive cells? They are devices which can sense and measure changes in the level of light or, in some cases, respond to the quality of light falling on them. There are various types of cell and each has its particular field of use. One of the best known is the photo-electric cell.

What can light-sensitive cells do? A change in the amount of light falling on the cell can cause a switch, relay or counter to operate. Alternatively, the direct indication of the light intensity can often allow some other factor to be determined and, if required, controlled. They are reliable and require little maintenance. Careful installation, as with all types of equipment, gives a good reward.

How can they be used? These cells have many applications in industry, for controlling processes, for inspection and measurement, for sorting material and for safety purposes:

#### Counting

0

Where objects on a conveyor belt are too soft or light to operate a direct mechanical counting device, where they are too delicate or freshly painted to sustain physical contact or where

the articles vary in size, a light-sensitive cell can be used. This counts the objects by interruption of an appropriately sited beam of light.



#### Hopper or Tank Level Control

Many forms of feed can be accurately controlled by light cells. One important one is for con-



trolling the input to a hopper of fluid solids such as sand or peas. Here, two horizontal light beams are required: the upper, when interrupted, indicates that the hopper is full and stops the supply; the lower,

when it ceases to be interrupted, indicates that the hopper is nearly empty and restarts the flow.

## Package Content

The level of powder in packages can be checked with light cells. The cell is so positioned that



when the powder is up to the required level, the light reflected from the surface of the powder is picked up by the cell and causes the carton to be accepted. If not, it is rejected.

#### Colour Sorting

The quality of many articles can be gauged by their colour—seeds and nut kernels, for instance.



The objects are fed into a tube by means of a vibrator pan and fall into the beams of three equally spaced light cells which scan them from all sides. If the object is acceptable it falls into a chute carrying it to one conveyor; if its colour is bad it is deflected as a reject.

#### Guillotine Guard

Light cells for guarding a guillotine or power press should be used only as a

supplement to a mechanical guard or where the latter is impracticable. The interruption of a curtain of light by a hand stops the machine instantaneously.

#### Press Feeding

Where the rate of feed of strip metal must be suited to a varying speed of acceptance by a press,



a loop of the strip is allowed to sag between the feed and the press. When the loop reaches a predetermined depth a light beam is interrupted and the slack is taken up.

#### Processing Objects on the Move

Many articles are processed while on a conveyor line. For instance, where articles are to be sprayed while on the conveyor, the paint saved

by stopping the gun between articles will make the device worthwhile. The same principle applies in a bakery to the spraying of baking tins with fat.



#### Automatic Door Opening and Closing

Doors can be caused to open or close by the interruption of a beam of light. This has its uses in such cases as control of doors on a heating



oven or for the passage of vehicles in a factory. This is effected by a light beam on the side from which the approach is made (in many cases, both). When the approach beam is interrupted it opens the door which closes again after a given time interval.

For further information, get in touch with your Electricity Board or write direct to the Electrical Development Association.

Excellent reference books are available on electricity and productivity (8/6, or 9/- post free) - "Higher Productivity" is an example. E.D.A. also have available on free loan a series of films on the industrial uses of electricity. Ask for a catalogue.

Issued by the Electrical Development Association 2 Savoy Hill, London, W.C.2

CUT HERE



# 'Can I make my teenage son a director?'

ILLIAM White's son is growing up. He is 16 and his father thinks the time has come to introduce him to the thriving business that he runs. "After all," he told me, "the lad has long holidays. And it should enable my company to pay him a salary, so that his pocket money comes from the tax man, if you see what I mean.

"But what is worrying me is whether he can be made a director of a private limited company? And are there any restrictions on a minor's right to hold shares in the company?"

In English law, I told White, a person under 21 is referred to as "an infant," and the law sets out to protect him as far as possible from the efforts of others to take advantage of his inexperience and also

from his own youthful folly.

On your first point the law is comparatively simple. An infant is entitled to be a shareholder in a company—subject to the infant's right to repudiate his shareholding altogether.

Does this relieve an infant from liability to pay, if something is still due on his shares?

No. But as the infant is acquiring an interest in some subject matter of a permanent nature, the law makes the contract voidable at his option. He is entitled to repudiate the purchase at any time—and at the moment that he does so, his interest in the shares comes to an end, and with it his liability to pay future calls. Mind you, before he repudiates, he is bound to discharge the obligations which the shareholding carries with it.

Can he repudiate at any time?

Any time until he reaches 21. On reaching his majority, he may repudiate and so call the contract to an end. But if he fails to do so then he loses his chance.

Does the same rule apply to an infant partner?

Yes. Or at least a very similar one. An infant can be a partner in a firm, but he is not liable for partnership debts contracted during his infancy. Again, if he fails to repudiate when he reaches 21, he will become responsible for all debts contracted since he came of age.

And what about an infant director of a company?

There is no minimum age for becoming a director.

The practical limitation is that the appointment, if it is made by the existing directors, "must be a proper commercial appointment." Particularly so if it is intended to pay any director's fee and get that fee allowed in the company's tax computation.

The Inspector cannot stop you having your son as a director of your company, but he can refuse to allow any payments made to him, for tax purposes, if the services rendered by him do not justify the payments.

So the same principles apply, really, as when you are employing your wife?

Yes. In either case, the Inspector will be bound to regard the transaction as if it were made between strangers. If you can justify paying the director's fees concerned to a person of your son's qualifications and ability, who was not in fact a relative, then he cannot reasonably refuse to allow it in the case of your son.

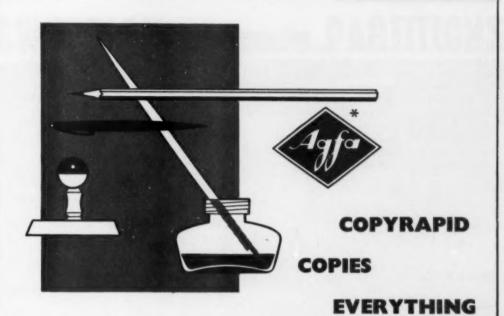
## The rule is: 'necessaries only'

But if the boy is being given a non-existent job in order to get his pocket money paid by your company, then you needn't expect any co-operation from the long suffering tax man.

Well, how safe is it to do business with infants? Are they bound by ordinary business contracts?

It is never as safe as doing business with an adult. And in one particular instance, it is not safe to do any business at all.

Section 1 of the Infants Relief Act, 1874, provides



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that any contract for repayment of money lent, or to be lent, made with infants shall be "absolutely void." So if you lend money to an under-21, you can never sue him to get it back.

In respect of most other contracts, an infant is bound by them only if they are for "necessaries."

And what are necessaries?

The definition is "things necessary . . . without which an individual cannot reasonably exist." It must be proved that "the goods are suitable to the

'My advice is—
give as little
credit as possible
to under-21's.
And remember—the
legal safeguards
which apply to your
son do not extend
to your company'

infant's station in life . . . and to his actual requirements at the time of sale and delivery."

For example, a Cambridge undergraduate was sued by his tailor for the cost of certain clothes, including eleven fancy waistcoats. The action failed. Even though the youngster was very wealthy, evidence showed that he already had plenty of clothing "suitable to his station." The waistcoats and the rest were not "necessaries."

But even if the contract is for necessaries an infant is not bound to pay if the price is not reasonable. The law is that an infant is only liable to pay a reasonable sum for goods supplied, no matter what his contractual arrangements.

So they are well protected! But does this protection extend to the company? Supposing my son makes a contract on our behalf, would we be able to slide out of it if it turned out that the goods he had ordered were not reasonably necessary?

Certainly not. He is then only acting as your agent.

What about apprentices? Are their contracts of service and apprenticeship regarded as being for necessaries? Or does all the legal language in an apprenticeship deed mean precious little?

Beneficial contracts of service are binding. It is obviously to his advantage that he should learn a trade or a profession—and provided the contract, when construed as a whole, is substantially to his advantage, he has no right to repudiate it.

When considering whether a contract is beneficial or not, I suppose the court takes into consideration the background of the youngster?

That's what is meant by "station in life." It may be perfectly reasonable to supply the son of a peer with a grey topper, but if you sold one to the son of an unemployed gravedigger, you would never get your money back.

My advice to all traders is to give as little credit as possible to under-21's. Do not accept cheques from them unless you are reasonably certain that they have both the means and the will to pay. And, if an infant is in business on his own, I would only trade with him if you have good reason to believe that his business is a sound one—and even then I should not be disposed to give him much credit.

In a nutshell, White commented, the law seems to do its best to allow a youngster to have as much fun as possible.

But when he becomes an adult, I added, the clamps are on. His 21st birthday is the deadline. From then on he is a man amongst men and must fight his own way on level terms with the rest of the world.

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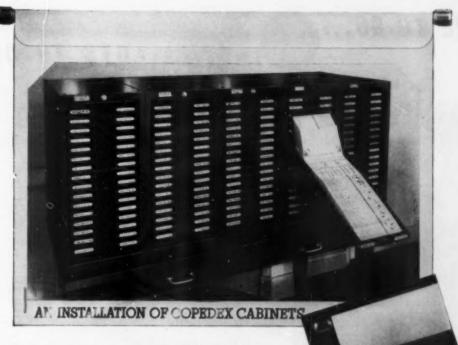
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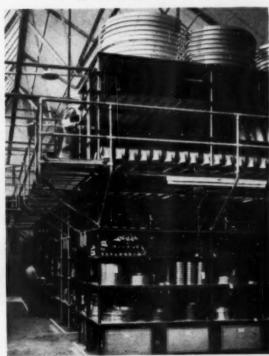


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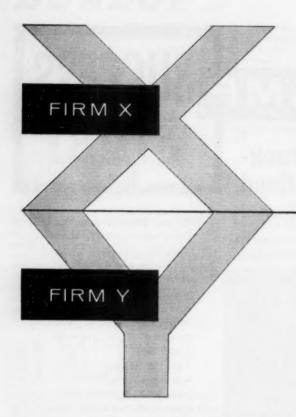
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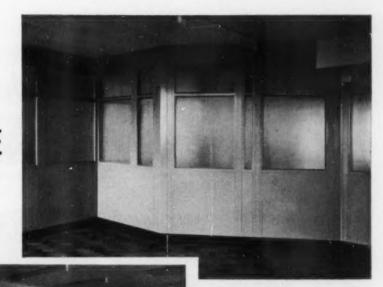
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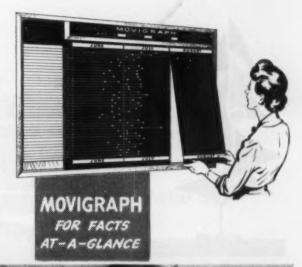
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negotiation at Board level. A varied and progressiv
career is offered in an organisation which values ideas,
enthusiasm and a critical approach, and is prepared to
reward success with rapid promotion from a starting
salary up to £2,000. (Ref. 2328/B)

The identity of candidates will not be revealed to our clients without their prior permission. Applicants should forward brief details quoting the reference number to:

PERSONNEL ADMINISTRATION LIMITED. APPOINTMENTS DIVISION, 2 ALBERT GATE, LONDON, S.W.I.



THE DE LA RUE CO. LTD.

## MANAGER ORGANISATION AND METHODS DEPARTMENT

The Organisation and Methods Department provides a consulting service to the Subsidiary and Associated companies of The De La Rue Group.

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Applications are invited from men with proved industrial experience and having a convincing personality together with the ability to work with all levels of management. Remuneration will be in accordance with qualifications

Please apply in writing to Chief Personnel Officer, The De La Rue Co. Ltd., 84/86 Regent Street, London, W.1.



## ORGANISATION AND METHODS

#### Kodak Limited

has vacancies for experienced Organisation & Methods assistants at the Harrow Factory. The work includes investigation of clerical activities, form design and office Candidates mechanisation. who should be about 30, are expected to have analytical and creative ability and preference will be given to those with accountancy knowledge and/or degrees in Commerce, Economics or Statistics. Excellent Non-contributory prospects. sickness and pension plans in operation, together with part contributory Life Insurance scheme

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Men's Personnel Department, Kodak Limited (Factories), Wealdstone. Harrow, Middlesex.

## ACCOUNTANT

Qualified Accountant (ACWA preferred) required immediately to assume full responsibility for the cost and general accounting of an expanding branch factory of this Company which is to be relocated in new premises at Gloucester in January, 1960, and separate accounting is now being introduced. There will be considerable scope for the development and improvement of the system. Initiative and a good general education are required and experience covering costing engineering industry as well as financial accounting would be an advantage. Upper age limit is 35, salary according to qualifications, age and experi-Interviews can arranged in Gloucester.

Applications with full details of personal history to

PERSONNEL MANAGER. AUDLEY ENGINEERING COMPANY LIMITED. NEWPORT, SHROPSHIRE.

BUSINESS



MARCH OF BUSINESS

Widest Read Management Column in Britain

## Who gets into the Surtax Class?

Mackenzie

chance of today's younger execu- able to stand the pace. tives climbing into the surtax class at some time during their careers.

The BUSINESS survey of executive salaries, reported fully on pages 68 to 71, shows that 15 per cent of executives in their 30's are already in the surtax class. 27 per cent of those in their 40's are surtax payers, while 40 per cent of the 50-year-olds are in this class. Of those 60 years and over 50 per cent pay surtax.

At first glance, these figures give a cozy impression of steadily rising living standards as executives climb the ladder, and as they advance in age and experience.

But closer analysis shows that some of them don't keep climbing. They fall and have to start again.

This happens particularly in the late 40's or early 50's when a man is likely to have climbed high enough for any shortcomings to reveal themselves in the exercise of his responsibilities, but he is already at an age when it is harder to get another job.

So the warning is clear. Those who want security should go into the Civil Service. Industry pays handsome rewards to men who climb to the top and stay there, but in today's competitive condi-

There appears to be a 50-50 tions they run the risk of not being

Another warning. As a reader of Business, you are probably already in industry and taking the risk. If you are the type of person who values security don't think only of your pension. Will you stay to collect it?

Joseph Gillot & Sons, Dudley penmaking firm, has tapped a new source of energy: housewives! Embarrassed by a sudden spate of orders for a new type of pencil sharpener they decided to start an evening shift and asked their workers if relatives or friends wanted to earn spare cash. Within a few days they had more applicants than needed - nearly all of them local housewives.

## Sir, your wallet is showing!

From a statement by Lloyds Bank's chief general manager, it seems the average British businessman abroad may have appeared conspicuous. That large bulge in

his hip pocket was the 'inconvenient bulk ' of his wallet!

Lloyds are overcoming this. With the easing of currency restrictions they are now able to issue £50 traveller's cheques-which will save taking so many £2, £5, £10 and £20 denominations.

Commenting on the issue, E. J. Hill, Lloyds' chief GM, said: "The new cheque will help particularly business executives by reducing the number of signatures necessary to have, say £500 or £1,000 available. and will cut out inconvenient bulk in their wallets. The cheque also will assist businessmen to settle their foreign hotel bills quickly and conveniently."

Incidentally, the number of traveller's cheques issued annually by Lloyds has risen from 9,500 in 1928 to 1.4m. in 1958.

## Brandy, cigarsand closed circuit TV

So many turned up for the annual dinner of the Advertising Association at Stationer's Hall. London, that half of them had to adjourn to a second room. The problem then arose: how can they see and hear what is going on in the main hall?

The answer was typical of the flamboyant advertising closed circuit television.

MERRY CHRISTMAS - AND A PROSPEROUS NEW YEAR TO YOU ALL

# BURROUGHS CALCULATORS REDUCED £25 to £30

To match your need to cut office costs to the minimum, Burroughs can now offer substantial reductions on the prices of their world-famous calculators. These reductions of up to £30 per machine have been made possible by improved production methods. This is the second big reduction in the price of Burroughs machines inside one year. It follows a mid-year reduction through the whole range of Burroughs Adding Machines which brought the cost of purchase on a 7-column adder down to as little as £33. This is further evidence of Burroughs' efforts to reduce office operating costs.



Standard Electric Calculator new only £165 (Style C 205)

This is the all-purpose office machine for rapid calculations and additions. If your business has, for example, invoicing, payroll, statistical or stock record applications, you will find the simplicity, accuracy and speed of this Burroughs calculator unequalled.



Pull-feature calculator with "Memory-dials" now only \$260 (Style C 305)

Here's a machine with all the advantages of the C 205† plus a memory register that can provide group and grand totals together with instant subtraction for the deduction of discounts, etc. Here is big saving in time and labour. Faster calculating at less cost.

## Burroughs @

Burroughs Adding Machine Limited, 356-366 Oxford Street, London, W.1. Tel: Hyde Park 9861

21 in. receivers were put in the overflow room and the dinner proceeded as normal. the system comprises no more than of typical questions. The endless

Advertising agents are probably the foremost users of closed circuit television. Many already have studios equipped with the system to enable them to view commercials in a realistic way before they are broadcast.

E.M.I. tell us that closed circuits are also making headway in other directions: at sales conferences, where it gives large audiences close-up views of documents and graphs, and on exhibition stands where it is unrivalled as an attention-arrester.

New applications are being found every day in science, industry, commerce and entertainment. Wherever it is dangerous—difficult—or uneconomic to be, those are the places for closed circuit television.

## Ask a good question get a straight answer

- 1. Lift the telephone receiver.
- Dial any code number on the questionnaire card.
- 3. Press button.
- Listen to a tape machine play the answer.

Those are the simple operations of the latest in automatic machines for hotels, department stores, airports, exhibitions, museums and art galleries — in fact, wherever there is a need for an enquiry desk.

Made by Automaten Distributors and called the 'Publiphone,'

the system comprises no more than the 'phone, tape machine, and card of typical questions. The endless tape has a capacity of one hour and can be divided into 20 separate messages. These can be answers to questions or used as a 'gimmick' to put over sales talk. Tapes are contained in easily-interchanged cassettes and changing cassettes is done in seconds.

## International show of company reports

The twelfth International Congress of Scientific Management, to be held in Australia next February and March, will not be all speeches and discussion.

There will be an exhibition of the best company reports from every member country. Every country varies in its legal requirements and each system has advantages and disadvantages. One of the purposes of the exhibition is to highlight these.

The British delegation to the congress will be led by the Earl of Verulam, chairman of the British Institute of Management. He will deliver a paper on 'Organization, Decision-making, Communication, and their Relationship.'

## These Americans want us

Last month we saw an unusual sight: a small army of Americans over here to get British industry to start up in North Carolina. The 68-strong delegation was headed by Governor of the state, Luther Hodges. The Governor said North

Carolina possessed deep water ports, ample labour and power, and taxes that were "equitable and fair." About 20 British firms already operate in the state. Light engineering is the easiest to establish initially.

She can type-but can she cook?

Flying in a Britannia aircraft, Charles Hayward, chairman of Firth Cleveland, noted the 75 passengers who were served with hot, perfectly cooked meals. A look at the small ovens on the



"After 20 minutes . . . meals can be taken to the boardroom ready for serving"

plane convinced him that here was something which could save time for the busy executive by supplying him with meals at his desk.

The ovens use an air circulation system which heats deep frozen, pre-cooked food to provide a 'meal-in-a-moment.' Now, at the company's offices in Stornoway House, London — where it is impossible to build a normal kitchen—the frozen food is popped into the ovens and after 20 minutes

continued page 96



SINGLE PILLAR in the middle of this building supports 30,000 sq. ft. of roof. Built for Corsets Silhouette, the new building has a roof of laminated timber,  $2\frac{1}{4}$  in. thick, 'warped' to spread stresses and strains.

## The Rate for Your Job

Is there a rate for your job! You may thir irms vary so much in size and profitability. Ives vary so much in ability and bargaining

tives vary so much in ability and bargaining Yet there is in one sense a rate for the journer ambitious, younger executives are fairly and as they climb up the age ladder, they exploit of the ground and watch the advertiser the Press. They naturally tend to build up an alon of "the rate for the job." A product aged 30 expects to receive something situalary to another production man aged 30. grossly underpaid and has no immediate pross is likely to seek another post. Or he may himself pretty closely to see why he isn't get Look at the tables on pages 70-71 to see haverage Man in your class is doing.

## How the Survey was Run

A total of 1,750 executives covering a wide range of British industry and commerce, in firms of all sizes and in all types of executive posts, were sent a confidential questionnaire. Altogether over 700 executives, or 40% of those mailed, replied. They were asked their present age, job position and salary, last year's position and salary, and the salary of the year

classes. For example, an advertising manager go under the sales banner.) Within each actional group the cards were classified into 5-year roups, beginning with 25-29 and ending with except where the top age groups had to be amated due to shortage of numbers. Those were under 25 or over 64 were not included in alysis.

The tables presented here show the arithmetic average salaries. But averages can sometimes be misleading "the basic figures have a broad spread. So the muchs and upper and lower quartiles have also been calculated. Median salaries for age groups and occupations do not vary significantly from the arithmetic averages. The chart on page 69 shows the medians and upper and lower quartiles for the general management group, with salaries plotted against age groups.

Because executives are sometimes remunerated in other forms than salary, it has been necessary to adopt certain conventions in assessing the extras received on top of a salary; (a) unless otherwise valued, a car provided by the firm has been assessed as £200 extra salary; (b) where a bonus is mentioned but not valued, it has been assessed as £100, unless there is evidence from previous bonuses to suggest another figure; (c) a house provided by the company has been assessed as £200 extra salary; (d) a commission which has not been valued has been assessed as £100.

As 'executive' has been defined as anyone heading a department or function, or with general management responsibilities. Deputy and assistant heads are counted in, provided they earn at least £800 per annum.

## Where Are

## **BUSINESS Breaks New** Ground with the FIRST **Annual Survey of Executive Salaries**

What are the chances of getting into the surtax class as an executive in British industry or commerce? Broadly, surtax for the family man with various allowances, etc., starts at about £2,500 income. And Table 1 of this first Executive Salaries survey shows that there is roughly a 50-50 chance of an executive rising at some time in his life to the surtax class. Forty per cent of those in their 50's and 50 per cent of those 60 or over are earning £2,500 or more.

Only three per cent of the under 30's are earning this much and none of them gets £5,000. Fifteen per cent of those in their 30's are in the surtax class, with one per cent earning £5,000 or more. When we come to the 40's we find 27 per cent are surtax payers, with four per cent actually earning £5,000 or more.

As already mentioned, in the 50's, 40 per cent of executives become surtax payers, and this includes 15 per cent who are getting £5,000 or over. After 60 years of age, 50 per cent pay surtax, but only 14 per cent earn £5,000 or more. There has been a slight slip at the top.

And note how the proportion earning less than £1,500 increases from 17 per cent for the 50's to 27 per cent for the 60's. While some have risen, quite a few others have fallen.

#### How executives rise and fall

It is tempting for the young man with most of his career ahead of him to think that the ladder he climbs will always take him upwards. He hopes to move fast, but even when his progress is slow, he likes to think of going steadily upwards.

Alas, the facts of executive life are not like this. Tables 2 to 8 show that the rate of salary increase

## The Top Salaries?

This completely confidential survey was conducted by GEORGE COPEMAN, author of "Promotion and Pay for Executives", who says "thank you" to all who joined in the survey and have helped to put valuable facts before the directors and executives of British industry. Dr. Copeman was assisted in his statistical analysis by PETER BROWNING.

is generally quite large in the early years, when salaries are low. But as a man climbs higher his rate of increase drops. It usually goes down to about five per cent a year or less when he reaches the upper 40's or early 50's.

At this time some executives are still climbing fast, but others have reached their peak. Still others have proved unsatisfactory and are sadly being replaced. Others suffer through no fault of their own. The firm they work for may fold up, or they may become redundant in a reorganization or takeover. It is hard then to find another good job.

So in the late 40's or early 50's Mr. Average Man enjoys very little increase in salary, and has reached his peak. The tables show that after this, average salaries in the late 50's and early 60's are in some cases lower.

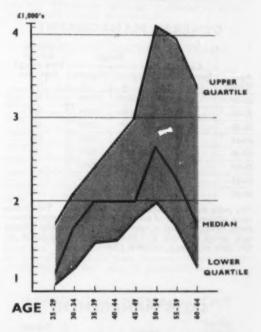
But some of the men who have suffered reverses and started again at a lower figure prove their worth once more and get further rises. So while average salaries are lower in the last 10 years of working life, the tables show that rates of annual increase are still substantial.

Of course, final-year salaries have been hit by post-war inflation. Whereas young men are mobile and have bargaining power, the senior men cannot so easily find another job. Nor do they wish to, for fear of losing pension rights. So their bargaining power is low, and they have not so easily been able to keep pace with rising prices.

#### The dangerous age

What is the dangerous age for executives? Undoubtedly between 45 and 55. A man may still be dismissed then, and in my experience of 300 interviews with executives in recent years, confirmed by this survey, quite a few are dismissed or become redundant. After 55, only the most heartless

## The Rise and Fall of General Management



employer would dismiss a man, though he may be semi-retired into a less exacting job. After 60 he may be retired early, but not dismissed.

With these points in mind, look at the chart showing "The Rise and Fall of General Management." The median line, or line of middle salary, is horizontal from age-group 35-39 up to age-group 45-49. In this period there are an equal number of executives above.

But those below the line are in most cases destined to receive rises in salary. As we move from one age-group to the next we find that the lower quartile is rising up towards the median. Also those above the line are receiving rises because the upper quartile is moving further away from the median.

So there is a spreading out, to cover a wider range of salaries from high in the first £1.000 to well up

#### AGE AND INCOME

	Under £1,500	£1,500 to	£2,500 to	£5,000 and above	
Under 30 yrs.	84%	13%	3%	Nil	100%
30-39	38%	46%	15%	1%	100%
40-49	33%	40%	23%	4%	100%
50-59	17%	43%	25%	15%	100%
60 & over	27%	23%	36%	14%	100%
All Ages	38%	40%	18%	4%	100%

The surtax payers are about one-sixth of the men under 40, and a quarter of those in their 40's. They rise to 40 per cent of those in their 50's and 50 per cent of those in their 60's. But by this time more executives have slipped below the £1,500 mark.

#### GENERAL MANAGEMENT

1.	Ra	Recent Annual		
Age Group	Average Emoluments	Lowest	Highest	Percentage Increase %
25-29	1400	820	3300	30
30-34	1860	600	5000	15
35-39	2250	750	5200	12
40-44	2430	810	5500	14
45-49	2800	900	9500	8
50-54	3360	1100	10000	3
55-59	3260	1000	9000	9
60-64	2720	1200	5000	8

The peak average occurs in the early 50's. This is the time of lowest rate of annual increase, for some executives have suffered a reverse. But after the 'shake out' some of those who have fallen pick up again, so the rate of salary increase rises.

into the £3,000's. (And this chart, of course, ignores the outstandingly high and low salaries above and below the quartiles.)

Between the age groups 45-49 and 50-54 the median line rises sharply. So do both quartiles. For Mr. Average Man the peak salary period is in the early 50's. Then we have a fall towards the age of retirement, when the median line is down below £1.800 per annum, the lower quartile is at £1,200 and the upper quartile at £3,300.

What are the lessons from this? Executive careers contain both their rewards and their risks. The old adage that if you want your son to have a safe career you should put him into the Civil Service, is probably still true. Industry must be competitive and cannot carry executives who do not pull their weight. But at the same time the figures show that industry can pay some magnificent rewards to the successful. Men earning £10,000 and £12,000 took part in this survey, and we know there are others carning more.

#### Tax troubles

Another lesson from these tables is that our tax structure is at present ill-designed to meet the needs of the executive class. The rate of executive turnover at the senior level is significantly high. Executives run considerable risks through the fortunes and misfortunes of their firms, and through changes in their health and abilities, particularly after the age of 45. In fact, they have as much cause to worry about their last 20 years of career as about

Find here the average salary for your note also the wide margins between

#### SALES MANAGEMENT

		Range		Recent
Age Group	Average Emoluments	Lowest	Highest	Percentage Increase %
25-29	1090	650	2250	23
30-34	1630	900	2850	16
35-39	1880	800	5000	14
40-44	2350	1250	5000	14
45-49	1990	1250	3630	3
50-54	2670	1100	6000	11
55 & over	2650	1060	3650	4

There is a peak in the early 40's, followed by a 'shake out', with another peak in the early 50's. Selling requires different types of talent at three levels—the salesmen themselves, the hard-driving managers and the policy-making directors. Hence two peaks among the sales executives.

#### PRODUCTION MANAGEMENT

	Average	Range		Recent
Age Group	Emoluments	Lowest	Highest	Percentage Increase %
25-29	1270	900	1850	12
30-34	1750	1040	2550	12
35-39	2140	900	4000	9
40-44	1720	750	3000	7
45-49	1810	1150	2850	6
50-54	2170	1400	4000	8
55 & over	2980	1820	4600	

There are two peaks, one in the late 30's and one in the 50's. The first represents the post-war generation of works managers, most of them highly qualified men. Hence their high early salaries. The second peak represents a pre-war generation, now at director level.

their retirement. Yet public debate in recent years has concentrated narrowly on the pension problem.

It is not much good belonging to a company scheme which will pay out a substantial pension when you reach 65 if you lose your job when you are 52. Pension schemes are magnificent value and the money put into them is entirely tax-free. But they tend to tie the man to the firm and they are concerned with only one set of problems, not usually the most immediate. It is as if the people of a country which suffered from droughts were to store water, not for the next drought but for the one after the next.

As I have argued elsewhere,\* executives also need tax concessions to encourage them to put money aside during their best years and invest it in bonds and shares to meet the possible difficulties of the last 20 years of working life.

Another lesson from this survey is that technical and personnel executives are on the whole worse paid than general management, sales and production. It may well be that those who are most directly responsible for the running of a business, producing and selling its goods, should be the best paid executives. But it is also food for thought that in recent years we have bemoaned the shortage of technically qualified people and we have bemoaned our troubles over industrial relations. Yet the technical and personnel executives are less well paid than those in other key functions.

\* e.g. "The Challenge of Employee Shareholding" (Batsford, 1958) and "The Sunday Times," November 9, 1958.

for your age group and function. But rgins between highest and lowest

#### TECHNICAL MANAGEMENT

1		Range		Recent Annual
Age Group	Average Emoluments	Lowest	Highest	Percentage Increase %
25-29	1010	800	1250	15
30-34	1540	1050	2500	12
35-39	1600	960	2400	9
40-44	1930	1400	2600	9
45-49	1720	1100	3700	11
50 & over	2170	1360	5700°	8

\*Not included in the average

Average salary rates are relatively stable after the age of 30 because many of the most capable technical men are being 'creamed off' into production management, general management and even sales management. The best years for research and development are under 40.

#### FINANCIAL MANAGEMENT

		Ra	Recent Annual	
Age Group	Average Emoluments	Lowest	Highest £	Percentage Increase %
25-29	1050	800	1600	21
30-34	1260	850	1630	13
35-39	1600	900	2600	14
40-44	1300	1000	2000	11
45-49	2330	950	6000	4
50-54	1910	1070	3500	3
55 & over	1970	1380	3000	2

There is a modest peak in the late 30's, representing the younger generation of accountants skilled in budgetary control, etc. Another peak occurs in the late 40's. The figures higher up are affected by 'creaming off' into general management.

#### COMPANY SECRETARYSHIP

	Ra	Recent Annual		
Age Group	Average Emoluments	Lowest	Highest	Percentage Increase %
25-29	1300	850	2000	22
30-34	1550	880	2750	15
35-39	1710	800	3500	13
40-44	1880	750	4000	9
45-49	2120	900	4000	8
50-54	2430	850	6550	5
55 & over	1700	1300	2250	7

After the early 30's, there is relative stability in average salary, with modest rises all the way up to the early 50's. Rates of increase fall steadily, but there is no stagnation, though there is some 'creaming off' at the top end into general management.

#### PERSONNEL MANAGEMENT

1.		Range		Recent Annual
Age Group	Average Emoluments	Lowest	Highest	Percentage Increase %
25-29	1000	740	1100	22
30-34	1630	1140	2300	16
35-39	1670	875	2750	13
40-44	1760	1250	3000	11
45-49	1855	770	3350	15
50 & over	2080	925	12070*	6

\*Not included in the average

There is relative stability of salary after the early 30's. One reason is that 'unqualified' people are brought into the function at all ages. Another is that personnel work in Britain has so far had relatively little to do with executive development. This could raise its salary prospects.



Norfolk House, Croydon, built for £750,000, houses many firms who have suburbanized this year. No longer for their employees the arduous daily trek to London.

# 'Suburbanization' Cuts the Overheads by Dennis Brooks

ACED with ever increasing rents, ever longer traffic jams, ever later trains, more and more London-based companies are looking enviously at the city's suburbs.

Most directors are reluctant to face the upheaval of complete decentralization. But "suburbanisation"—with lower building costs, few personnel problems has a sound economic appeal.

New suburbanites who have already taken the plunge are enthusiastic. Most stress the savings made by their companies. They report:

"The best city office costs about £2,500 per employee a year. Comparable accommodation in the suburbs is £1,000."—P. R. Cahill. Legal and General Assurance.

"The prestige value of a West End address is bought at far too high a price."—
A. W. Harbidge, of Percy Bilton.

"Don't you think £2 a year rent for space for a wastepaper basket is a little high?"— Wyndham Thomas, Town and Country Planning Association.

Choice of a site is a major problem facing the company. It must be within easy reach of the trading centres left behind in London. And since it is often expedient to maintain a head office at the old address, communication must be perfect enough to make up for

the physical contact that is lost.

One district well favoured for decentralization is suburban Croydon. In 1956 the Borough Council set aside a large building site in the centre of the town for office accommodation. Since then this local authority has roared ahead and nearly a million square feet have been assigned to new offices.

Pride of the town—once the exclusive residence of wealthy tea merchants—is Norfolk House, the new home of such companies as Lloyd's Register, Noble Lowndes, and Northern Assurance. Within a few miles are other well-known companies, among them Lombank, Smedleys, and Charterhouse Credit.

For the Land Division of Lloyd's Register of Shipping, Norfolk No staff problems, better health, absenteeism down, production up. And these —the new suburbanites report—are only some of a long list of advantages

It's 9.10 on a working morning. Having run the gauntlet of train travel the 4 million passing through Waterloo station now queue for buses. But the suburbanites are already at work.



DECEMBER, 1959

House was a natural choice. They urgently needed more space and when it was found that many employees lived south of the Thames, management's eyes turned in that direction. Norfolk House offered three times the space that the division occupied in London—and at a rent 40 per cent less than London prices.

About 100 of the London staff—60 per cent of whom are clerical—were moved to Croydon. Almost everyone welcomed the move and local recruitment of staff was negligible. Where employees had to move their homes they were given 'generous assistance.'

Communication with the Society's London headquarters is maintained by three private telephone lines and by messengers over the 40-minute journey.

Conditions with Lombank, who moved to Purley Way, Croydon, were slightly different. A fair proportion of their staff came from North London and not all were prepared to move their homes. Lombank overcame this by arranging their transfer to the associated company, Lombard Banking, who stayed in London.

Again, every assistance was given to employees making the move, including help in removal costs and legal fees in house selling and purchase. The company had 280 employees in London; 220 went to Croydon.

Of 20 key personnel, only three refused to make the trip south and their places were filled either by their No. 1 or No. 2 subordinates. The company now employs 370 in its luxurious new building—evidence that there was an obvious need for expansion in the firm.

Mr. G. C. E. Sabine, director, says that as they are on the outskirts of Croydon they have had greater difficulty getting staff than those companies in the centre of the town. To help overcome this the canteen serves employees with three-course meals costing 6s. 6d. for one shilling.

"Our old London employees



In this Lombank building, Croydon, each employee averages 108 sq. ft. at a rent of 265. In London they had 78 sq. ft. at £118. Add better conditions, improved health and the advantages of suburbanization show themselves.

miss the glitter and glamour of London," said Mr. Sabine, "but they also miss-thankfully-the queues for buses and trains, the smog, and the frustration and hectic life of the Big City."

Rent of the Lombank building is 12s. sq. ft.-compared to 30s. in Curzon Street. They now have 40,000 sq. ft. in their two-storey building as against 22,000 in London.

How do salaries compare? "In London," says Mr. Sabine, "a shorthand-typist calling herself a secretary can get £12 a week. In Croydon a more efficient girl gets between £9 and £11. What's more. local women have a greater sense of loyalty-they are generally older, more mature, and probably married. Absenteeism is not as high as in London."

Lombank received a shock on the first day in their new building when they found the first sizeable post delivery was not until late in the morning. The last collection, too, was not late enough to take end-of-the-day mail.

Negotiations with the Post Office,

for the company to collect their own mail in the morning and for the Post Office to make a special evening call.

Communication with Lombank's associated companies and trade contacts are maintained via direct phone lines, teleprinter, and two vans and two cars which make daily trips between Croydon and London. These facilities give communication almost of the standard of the London address.

Mr. Sabine chose to mention one unexpected advantage of the move: "The publicity has been good. Everyone has heard of our move and congratulated us."

#### Planning troubles

At nearby Kingswood are the offices of Legal & General Assurance. Here, on the edge of greenbelt country, some 700 employees form an integral part of the London head office despite being 20 miles away. Almost all the staff live within easy reach of the offices.

P. R. Cahill, general manager, is enthusiastic: "If the average big however, ended with arrangements firm could look past all the inter-

vening stages and see what can happen in the long term, they would think as highly as I do of decentralization."

But, very much a realist, Mr. Cahill also talks of 'the multitude of planning controls, almost all of which are either restrictive or prohibitive' in constructing a new building.

He says a firm would find that at least 50 per cent of the staff would be unable to work at the new location and most of the older people would not move very happily or willingly.

Executives would compare their new home with one of the Salt Mines of Siberia and would see no compensation in the amenities of less congested districts with short and easy travel and decreased cost of living.

"The duration and discomfort of rush-hour travel are not major factors in the decision to decentralize," says Mr. Cahill. "We find most junior staff like to get away from home environments, and London shopping centres are often an irresistible attraction. Young men feel progress is more likely to be made in London."

Dealing with costs, Mr. Cahill said that the best positions in the city cost as much as £2,500 per head of staff. Estimated comparable figure for the suburbs or country was £1,000 or less. And savings on rates were 'very considerable.' Difference in London and suburban or country salaries was not so great as to determine policy on decentralizing.

Splitting an organization was bound to result in some duplication of services. An over-all comparison for some hundreds of personnel showed a saving of between 71 and 10 per cent on operating costs.

An organization setting up outside London must arrange its affairs so that the subsidiary office consists almost wholly of personnel whose work does not require continual direct contact with the public. If large numbers are dispersed then the advantages of

### 'Don't you think £2 a year rent for a central London wastepaper basket is a little high?'

access and personal contact—such a feature of the London business scene—must not be impaired.

If a London office is retained there must be very good intercommunication, says Mr. Cahill. Whatever special telephone or telegraphic aids may be available, one is never able to get away from the need for good daily transport for moving files, records, correspondence, and so on.

Adequate telephone communication, including private lines which cost between £150 and £250 a year each, is essential. Teleprinters may be necessary and closed-circuit television may be found useful it has in fact been adopted by one or two organizations.

Backing Mr. Cahill's views is the actual experience of one firm who thoroughly investigated decentralization but decided not to take action. This is British & Commonwealth Shipping, whose office manager, C. F. W. Dyer, told BUSI-NESS: "The attractions were not good enough. We have another 50 years to go on our lease and our rates are lower than any we would pay in the suburbs. And paper work would increase enormously. At the moment our business is not suitable for decentralization. But

we shall look at it again in 7-10 years."

When Smedley's, the deep-freeze people, pulled out of London, they shut down regional offices and centralized at Whyteleafe, 16 miles from the city. Out-of-town prices enabled them to acquire a large building to house the 230 employees, yet leave room for expansion.

Recognizing that if their key people did not travel with them the company would be in serious trouble, Smedley's made sure of this point at the start.

They assured employees that none would suffer either financially or in standards of living. Assistance was given in finding new homes, and guarantees for house purchase loans, or direct cash loans, were made. Removal costs were also borne by the company.

#### Room for the top

In all, 90 people—36 per cent of the original staff—moved to Whyteleafe. Small display ads in local newspapers, and posters saying "Why Not Miss That Train to London Every Day" soon made up the deficiency.

The whole cost of the project was £155,000. This included the building—which has a staff shop in

the basement to compensate for lack of local facilities—staff compensation and removal costs. In return the company claims a 6 per cent staff saving and streamlined office procedures.

In the view of the late Sir George Pepler, founder of the Town and Country Planning Association, one of the necessities for decentralization is to leave adequate space for top management in central London. Like the L.C.C., he noted that "room must be found for those engaged in both national and international trade and commerce who require to reside in London for short periods and for the establishments required for entertainment, hotels, and restaurants."

Every day more than 1½ million people ebb and flow through the gates of London on the way to their jobs. Half of these come from the suburbs and beyond, so, allowing an average of 40 minutes travelling time for each worker, it is simple to work out the number of man-hours lost each day in the tiring business of travelling.

In the final analysis, the evidence comes down heavily in favour of suburbanization. While it is impractical in some cases, in most the advantages are enormous.

Some of these advantages—among them the value to the country of less road and rail congestion, and the improved health of country-working employees—are difficult to evaluate. But the obvious benefits of reduced costs are such as to make any London-bound company seriously consider 'a home in the suburbs.'



Lombank got their employees against keen competition by offering exceptional canteen facilities. Here executives and clerks pay 1s. for a 6s. 6d. meal.

# Client's Guide To Ad-Men

Denis Thomas—a copywriter himself—takes a lighthearted look, in keeping with the season, at the profession



is for Agency: a highly expert concern that will work out a sales campaign, name or re-name a product, design a package, letterheading, name-plate, delivery van or the chairman's coat of arms, coin a slogan or a jingle-all at the drop of a fair-sized cheque. Agencies vary from the small ("Let us give you the intimate, personal service that really pays") to the gigantic ("We've got all the answers. We're big. We think big. We act big"). Also for Accountant, who believes all this only when he studies the balance sheet at the end of the year.

#### R

is for Boom, closely tied up with Big Business, on which the advertising ind stry (deservedly) grows fat. Also for Budget, which alone keeps advertising men's enthusiasm within bounds; and for Bar—useful for meeting C for Contacts.

#### C

is also for Client, but for whom the agency game would be still more esoteric than it is. Also for Copywriter (often a disappointed poet, refugee journalist or aspiring novelist whose ambition is to write a searing expose of profession), Commercials (see T) and Creative. This last is a Holy Word and is never spoken between inverted commas.

#### D

is principally for Detergent, the product that sets the financial pace in the advertising world. Estimates of the advertising cost per packet vary from 70 per cent to 80 per cent of the cost to the housewife: a lot of money for a product that invariably goes down the drain.

#### E

is for Executive—a title bestowed on everybody working in an advertising agency except the doorman. Also for Expenditure, which last year reached £375,000,000, equivalent to 2.5 per cent of all consumer spending in Britain.

#### F

is for Free samples: £12,000,000worth were handed out last year. This is Fantastic or Fabulous—two favourite adjectives in the copywriters' vocabulary which are currently in great vogue.



#### G

is for Gimmick. Etymology dubious, but possibly a corruption of 'Gimme!' Gimmicks are not new. The joke on the back of the matchbox is one of the oldest and most widely popular. One can think of others that are not.

#### H

is for Housewife who, as keeper of the nation's domestic purse-strings, is assiduously wooed by the advertising profession. See W for the proof. Also for Hard Sell, a jargon phrase for the loud, straightfrom-the-shoulder sales message ("Buy NOW! They're TER-RIFIC!") as opposed to the Soft Sell ("You might try one of these—they're really rather good").

# is for Idea, often confused these days with Gimmick. Also for Inquest on the sales campaign that flopped (some do) and for Image: the distinctive identity which is craved by manufacturers, traders, retail houses and political parties. If you set about it the right way, you can buy one. It might even fit.

# is for Jollification or Jamboree, which might also have been listed under C for Convention. This is the annual well-earned Junket at which ad-men forget their cares (see U) and congratulate themselves (see B for Bar) on another record year (see B for Boom). Also for a newly imported American adjec-



K . . . for King-size

C . . . for Copywriter

tive, Jumbo, which means the same as-

#### K

for King-size. Likewise American, this means 'bigger.' Bigger than what? Well, bigger than somebody else's product.

#### L

is for Living, cost of. The advertising profession claims it keeps prices down. Its opponents say it pushes prices up. In the case of some products (see D for Detergents) the critics are probably right. In others (clothes, cars, TV sets, etc.) they are certainly wrong.

#### M

is for Motivation: the science of finding out what the public wants before it knows itself. This is an alarming form of mass psychoanalysis which threatens to make Much More Money for Moguls.

#### N

is for Newspapers, which have been suffering agonies of apprehension at the competition of commercial TV for their traditional share of the budget. However, they are still ahead: national newspapers alone took £54,000,000 in advertising revenue last year, compared with ITV's £51,000,000. Provincial newspapers (£48,000,000), magazines and periodicals (£35,000,000) and the technical and trade papers (£35,000,000) showed increases too.

#### 0

for a Book of Verse, a Glass of Wine, etc.; the Oblique copywriting approach to—

DECEMBER, 1959

for Prestige advertising. This is closely associated with the Brand Image concept, and is not such a Soft Sell as it looks. It reassures shareholders, encourages new investors, deters (so it is claimed) Political Pundits. It also provides a good living for Photographers now that most of the picture magazines have 'folded.'

#### Q

is for Quiet Life, so it has no business in this article. Also for Question—of taste, for instance--which is answered only by the sales graph in the client's office.

#### R

is for Radio Luxembourg—as flourishing today as in the pre-Tele Age. Also for Rock 'n' Roll—which accounts for a major part of its entertainment.

#### •

is for Subliminal advertising, which has been outlawed from British television. Used with great success in the United States—though mostly experimentally—this technique consists of flashing a message on to the TV screen quicker than the brain can register, only for the subconscious to pick it up.

#### T

must be for Television, otherwise known (though not to admen) as the Idiot's Lantern, the Evil Eye, the Blarney Box. "Sight and sound together," says one of the big ITV companies, "have more than double the impact of one or other of them alone." T is also for Turn Off, which so many people can't bear to do, and for the Top Ten.

#### u

is for Ulcers, an occupational discomfort of the profession.

#### V

is for Visualizer, who thinks up the various items listed under A. He is the most likely member of the agency staff to wear a beard. He is very Creative.

#### W

is for Women. Everyone is after their money, which, of course, means your money, which, of course, means your 75 per cent of the total national income. Advertisers tumble over themselves to get at them. Hence the bounding prosperity of the women's magazine market: two new ones were started last year simply to take the overflow of advertising which would otherwise have been diverted elsewhere. Women are commonly Wives, so that any commodity from a Washing machine to a Woodworm lotion counts as being in the Woman's market. A rather important Wife is often the client's. Account executives wish all clients were bachelors.

#### Y

must do for Expenses—a subject too delicate to enlarge on in public. Also, appropriately enough, the Unknown Quantity.

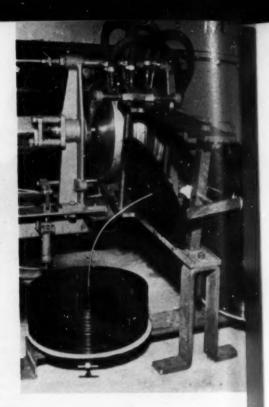
#### Y

is for Youth: a commodity which admen fervently believe in promoting. In the ideal Admass world, there is no senility, decay, ugliness or disillusion: these are not properties of Youth. Men may be irongrey but not bald. Women may be matronly but not lined. The Visualizers scheme little ideal homes for us to fit this picture. Is this Image true? Or is it, like . . .

Z ... the end?

# They Broke the Record 'Ring'

by Alfred Cooke



THE British gramophone record industry, which for 10 years had been riding high on profits from the teenage disc boom, this year suddenly seemed to have doubts about both its mark-ups and marketing methods.

Prices came down with a bump; retailers found themselves bombarded with sales literature; harassed sales managers were pressed by their boards for more and more aggressive selling policies. At least one record company director said privately: "The big days are over."

Yet only a few years ago the two men who shook the industry out of its well-organized calm would have laughed out loud at the suggestion that they would have a turnover of £2½ million. Ben Davis used to play the saxo-

Ben Davis used to play the saxophone in well-known dance bands. Then, on tour in Paris, he met Henri Selmer, head of an international firm making and selling musical instruments.

Davis felt he had business acumen which could not be used in a band: Selmer wanted a British distributor who was musician first and businessman second—not the other way about. Each seized his opportunity.

Davis was right: he did have untapped business talents. Being a musician himself he knew just what his customers wanted. He gave it to them. The British end of the Selmer organization flourished and Davis took control of Selmer's outlets in many other countries

The story of Lew Davis, Ben's brother, is similar. He too was once a musician: he too found a way to break into a new field while still using his former knowledge. He headed Selcol, a company selling plastic toys. Not just any toys but ones connected with music, from maraccas to musical boxes. Other toys have been added now, but musical toys predominate.

BUSINESS talks to the two former bandsmen who shook an industry—and built a £2½ million turnover—by selling their Gala records in sweet shops and supermarkets

The toys are made by Thames brothers set up Musical and Plastic up with Monty Lewis, another Valley Moulders, a firm set up by the brothers in 1950. At the Braintree, Essex, factory a wide range are moulded and assembled, as are real-life plastic musical instruments such as guitars. The toys are sold by Selcol, the instruments by Selmers.

By now the brothers were confident. They were a success in business, just as they had been as musicians. But the music and business link was not yet exhausted.

Selmer Electronics was built up, making electronic organs and amplifiers. Latest products in this field are a range of electric pianorgans' little more than two feet long-selling from 35 guineas and aimed at customers' homes as well as dance halls.

Industries. Then music became plastics manufacturer who already really big business-they launched their own record-label.

During a business trip to the United States last year Lew Davis noticed a new type of record on the market-not the conventional vinyl nor cellulose-acetate 'cardboard' discs, but a type based on polystyrene.

What more natural than for Musical and Plastic Industries to enter the field? The brothers knew a 'hit' when they heard one and after a lifetime as musicians and 'musical businessmen' they were well connected in the music world in many countries-including America.

Thames Valley Moulders were used to handling plastic products and their site had room for To control these four firms the expansion. So the brothers teamed

had experience with records. The result was Gala records.

Headache number one was to produce so cheaply that their records would overcome customers' resistance to an unknown and untried product. No easy task.

The method of making records used by the big companies had remained basically the same for vears. Gala-Ben and Lew decided-would change that.

The two major factors in slashing prices were an automated plant and an American method of making discs based on injection moulding.

They negotiated the sole British rights to this process, and then signed contracts for the use of master discs by well-known artists from independent U.S. recording companies on a royalty basis.

Next way they cut costs was to issue a restricted range of records confined to discs certain to be successful.

Distribution was a big problem: normal channels were closed to them. Their new records could be produced so cheaply that wholesalers and retailers did not want to take them, fearing their sales of conventional records would slump. So Lewis sold Gala discs to the public through bookshops, tobacconists, chemists, departmental stores, electrical shops-even supermarkets.

The new records were an immediate success-their quality was good, yet they were cheap. Gala charged only 16s. 9d. for 12in. long-playing records and 6s. 3d. for 7in. extended-play discs-less than half the prices of conventional records. The initial three months' production was ordered in the first fortnight.

Gala discs first appeared in October last year: already they have captured a large slice of the British market and are exported to 22 countries.



Key to Gala's success was that directors knew their business from the bottom up.



Point of sale advertising helped Gala overcome initial resistance by wholesalers.

# Management's Five Big Problems

No manager is fit to discipline others until he has learned to discipline himself...

by Harold Wilmot

In the world of management it is very lonely at the summit. Few know how onerous and burdensome are the responsibilities of the man at the top because seldom does he 'take a brass band when doing duck shooting.'

This burden is due to the necessity of the manager having—

- to think and plan
- to manage
- to inspire
- to reward or punish
- to replace or renew.

Management is not alone in their obligation to think but their thoughts have special characteristics. They have to think out instructions and this means posing questions and finding answers. They must, therefore, find the right questions to ask.

Again, a man of action must turn from the bustle of current activity and initiate and evaluate plans for the future. This demands a complete change in his mental character and outlook. There is no great strain in switching from problem to problem in the same group, but to change from active to passive; to resolve forces and possibilities that may be crystallized

or focused into precise, workable and profitable plans—all this requires mental and moral qualities.

The interdependence of strategy, tactics, logistics and leadership clearly impose mental and moral management burdens which can only be carried with efficiency and comfort by the few. If ways of relieving this strain can be found then a large number of good managers will perform with at least equal merit but over a longer period and with greater comfort.

The second burden is that management has to manage. To do this efficiently the manager must have knowledge, experience, decision and authority.

Management authority is not just the opportunity to push other people around. Nor does it mean having cigars on the desk and liquor in the cupboard. Managerial authority cannot exist in the absence of discipline. And no manager is fit to discipline others till he has learned to discipline himself.

The higher the rank the greater the self-discipline. There is a tendency for lower grades to copy upper grades. Such imitation tends to start with faults or vices rather than austerities or virtues. This

human foible should be sufficient to guide the thoughts and conduct of responsible managers—but it is not easy. It is part of the management burden. The thought of having to discipline others, which involves judging them, only adds to the burden.

Thirdly, management must inspire. This is the essence of true leadership. It presupposes intense personal conviction. There is no room at the top for the manager who can see two or more sides to each proposition, and who cannot acquire a conviction of the essential rightness of one to the exclusion of all others.

To enthuse others the manager himself must burn with undeniable enthusiasm. This is another part of the management problem. Today there appears to be fewer propositions which are black or white—there are so many greys in between. Management has to see the crudities of black and white without any neutralization.

It is obvious that such dynamic management demands the vigour and confidence of youth. Either the older men in management must retain or recapture these capacities, or they must step aside in favour of younger men.

To produce the fullest result the manager must have a complete mastery of communication. But in addition to ensuring that his communications are received, understood and acknowledged, he should also see they are appreciated. This may best be achieved by explanations not only officially to his immediate subordinate managers, but also unofficially to the rank one step further down. He should also see that his organization followed this plan right down the line of command.

Appreciation that orders are not merely the whim of the immediate boss adds greatly to the coherence of the management team and prepares the way for the delegation which is so desirable but which may be unnecessarily dangerous in the absence of adequate coherence.

Chairman of the Beyer Peacock Group, in the fifth Elbourne Memorial lecture.

This 'leap-frogging' downwards also breeds two-way respect which assists in making promotion the relaxed exercise it ought to be.

The fourth burden—the duty to reward or punish. There is no task more onerous and burdensome than that of judging the conduct. capacity and performance of another. Only those who have experienced this situation know with what reluctance this duty is undertaken. To fulfil these duties a manager must be mature, knowledgeable, logical, calm and imper-He must differentiate sonal. between the important and trivial. visualize relationships between cause and effect; assess personality whilst evaluating performance. The evaluation made, he must decide the reward or punishment.

With punishments all must be given with obviously sincere reluctance. But the manager who is sincere will always bear some of the burden of the punishment for most managers are sensitive, imaginative and sympathetic people behind the façade of their authority.

Lastly, the burden of looking to the future so that management will be in a position—to replace.

It is clear that management must be renewed. It is equally clear that business is becoming more and more complex. The quality of management must be improved and this will not just happen.

The problem arises because we do not have sufficient high-grade entrants. We do not get a fair pick of the universities. Universities, colleges and other educational foundations must introduce the right kind of courses of study. Professors, lecturers and teachers must be carefully chosen and properly prepared. Managers must talk to students and receive them at their businesses so that management processes may be exhibited and displayed in action.

Furthermore, management must display care, patience and wisdom in absorbing such recruits into the management team. These colts are thoroughbreds.

END

DECEMBER, 1959



#### **Executive Car Report II**

The Ford Zodiac II with the Borg-Warner automatic transmission is a great boon to the drive-it-yourself executive. With no gears to change (except to engage reverse), the driver is relieved of much of the frustration and fatigue of crowded, city traffic.

The control lever, conveniently sited for the left hand beneath the steering wheel, has five positions: P (park), N (neutral), D (drive), L (low), R (reverse). The engine can only be started when the lever is in the P or N positions. In the P position is locked and this is a useful complement to the handbrake in parking on steep hills.

When the engine is started the selector lever is moved to D. In the model tested, this caused the car to creep forward at snail pace. As the throttle is depressed the car moves away and changes gear automatically and unobtrusively at these speeds: low to intermediate, 15 intermediate to top, 28 m.p.h. For a fast getaway, however. the driver can hold back the gear-change by pressing the throttle pedal through a kickdown switch. The changes are then made at 29 m.p.h. and 55 m.p.h., these speeds being attained in six seconds and 17.5 seconds. Top speed is 80 m.p.h. and fuel consumption 24 m.p.g.

In all other respects the car is the same as the non-automatic model. The automatic transmission puts another £162 on the purchase price (bringing it to a basic price, including tax, of £1,120), but this, for those whose major need is simple and effortless driving, is not too high a price to pay.

#### . . . and one for the Motor Pool

The 1960 Commer Express delivery van, just announced by Commer Cars, has six new features over old models. These include a more powerful engine which gives 52.5 b.h.p. at 4,600 r.p.m. and a torque ot 75 lb.ft. at 2,000/2,200 r.p.m.

In addition, the engine is

fitted with an economy carburettor and new inlet and exhaust manifolds to give improved efficiency. A new A.C. dry-type air cleaner is also specified.

Further changes include a ratio gearbox to improve over-all performance. Price: £487 10s.



# They Cut a Town's Prices

This sort of margin-cutting enables small traders to compete with supermarkets.

And now there are more than enough customers for everyone

by John Allen

BEXLEY, Kent, is doing what few towns can ever have attempted—cutting shop prices on a grand scale, yet enabling small traders to compete with the supermarkets.

The reason is simple. By reducing prices on a grand scale, the town becomes known as a good place to shop. Customers flock in from miles around. So instead of competing with each other for just the town's resident trade, Bexley's shops now have more than enough custom to go round.

It all started when William Smith, chairman of the local chamber of commerce called a special meeting to discuss a 'cut the cost of shopping' scheme. His plan was passed unanimously. Within two weeks the cut price campaign had started. Mark ups were being marked down.

From a total population of 91,000 Bexley has a shopping population of 150,000. And not only do more people come: most also buy more, encouraged by the lower prices. Extra car-parking space has been provided. More

BEXLEY, Kent, is doing buses have been put on to bring what few towns can ever have attempted—cutting being demanded.

Swollen turnovers amply cover the smaller profit margins. "I've never before done such business," says a Bexley butcher of 23 years' standing. He charges up to 1s. 6d. a pound less than his competitors for top quality meat. One fishmonger states his volume of business has increased by 60 per cent.

But small traders were worried at first; they could not see how they could compete with supermarkets and chain stores who were already able to undercut through large-scale buying. So Smith suggested they get together and join the co-operative buying groups which existed before the scheme began.

Membership of one of the groups serving this area—the Woolwich wholesale grocery buying association—has shot up from 10 to 16 in the Bexley area since price reductions began last June. Members, mostly one-man shops, get discounts comparable with multiple stores and sometimes almost as much as wholesalers. With such competitive purchase prices the small man is in a good position to fight: his overheads are much less than those of supermarkets.

One of the small-man grocers to join a buying group recently was Mr. Nicholson of Bexleyheath Broadway. His sales are up 15 per cent since he dropped his prices. More customers have meant more staff even for such a small shop: he recently had to replace a part-time assistant with one working full-time.

Still, some small shopkeepers

I. THE VOTE

was in favour when Bill Smith said "cut prices"

2. THE RESPONSE was impressive—

thousands of new customers came in from miles around

3. THE BIG BOYS

—like this supermarket—did well by offering free parking



were prejudiced against the cut son's say their sales have soared price campaign. Among other 85 per cent since the town started things, it meant that assistants would have to work much harder. But traders can now afford to pay better wages. Average wages in Mr. Smith's five greengrocery shops have risen by a shilling in the pound. The big increase in turnover easily covers this.

The Chancellor of the Exchequer, congratulating the borough, said that manufacturers as well as merchants have something to learn from this object-lesson. Mr. Smith hopes it will be the beginning of a country - wide price - reduction campaign. Already several other chambers of commerce have enquired about the scheme details.

#### Cut, cut, cut

The price reductions are not only on food: almost all the 600 shops in the borough are taking part in the scheme. Down came the prices for car-hire, greasing and repairs. "We don't dictate how prices should be cut, or the extent," says Mr. Smith. "All we ask is that they are cut." Shoppers can always tell whether a cut is genuine.

As for the supermarkets . . . the local branch of Anthony Jack-

to reduce prices last June. Outside their shop are notices telling housewives they can save up to 20 shillings on an average week's purchases. Many of their lines have been reduced by 25 per cent or more.

But food shops are not the only ones to lower their prices, and so benefit. Eros of London, selling fashionable dresses and coats, say that the sales of their Bexley branch are up 10 per cent on last year. This compares with a 20 per cent drop for many similar shops outside Bexley.

The Bexleyheath branch of a leading shoe retailing firm, with 200 shops throughout the country said that they were not able to sell below the prices of other branches. "Nevertheless," the manager says. " we have benefited from the shopping boom. Customers come to Bexlevheath for all sorts of cheaper goods. When they need shoes, they get them at the same time as their other shopping."

#### Free parking

Two of the largest supermarkets Hides and Anthony Jackson'sprovide free car parks for their customers. Yet still side streets

are full of parked cars at peak shopping times.

London Transport calculated normal passenger requirements earlier this year when they replaced trolleybuses with buses. They planned better services for shoppers-but last August, when the shopping boom really began to be felt even the increased services were not enough. A new route was put on to serve Bexley and Bexleyheath direct from Erith and Eltham, three miles away.

#### Thousands vote

And what if the lower prices, coupled with the increase in custom, should lead to poor service? Mr. Smith has an answer to that one.

To foster better service, he provides a silver cup to be awarded by the chamber of commerce annually to the most courteous and efficient salesman or woman. Customers getting unusually good attention write their server's name on forms supplied by the Chamber of Commerce to every shop in the Bexley area. Over 200 voting slips nominated the current holder. Altogether thousands voted: proof of the support for the scheme.





# **4-Colour System** Speeds The

### **Xmas Cakes**



two operators handle 1.400 orders a day.

HOTOCOPYING of customers' orders is assisting Huntley & Palmers, biscuit makers, of Reading, to process their Christmas orders. Using two operators, the photo - copying machine produces four copies of each order at the rate of 1,200-1,400 a day. If the copies were typed in the usual way, one typist would process only 150 orders a day and checking would be necessary.

Here is how the system works: Order forms listing the Christmas products are sent in duplicate to Huntley & Palmers' representatives. The top sheet contains the customer's name, account number, and address, printed by Addressograph machine and gathered from the company's file of customers. The customer's account number is copied on to the duplicate sheet by the salesman to save a second run on the printing machine.

It's fast, cheap - and data. This data comprises the name of each product and the number of packs of each product that makes a minimum order. For example, X4 Wedgwood Drum, X3 Iced Xmas Cake, X6 Cocktail Snacks. Columns by the side of the production are for (1) the number of units required, (2) the price per unit and (3) the cost.

> Column 1 is to be filled in by the representative, column 2 is already printed with the price, and column 3 is to be calculated later at Reading. The lower sheet differs

#### by Tom Stone

from the top sheet in one respect only: it has the word 'representative' printed across the top.

The orders are sent to the salesman in numerical order of the account numbers and he sorts them according to the route he travels.

When the salesman takes an order, he places between the two order sheets a sheet of doublesided carbon and fills in on the top copy the number of units required by the customer. The doublesided carbon gives a reverse image Both sheets now contain the same on the back of the top sheet and

this ensures perfect reproduction in the photocopying machine: certain pens, ball points in particular, do not come out well on photo-copies unless this doublesided carbon is used.

The lower 'representative' copy is kept by the salesman and the top copy sent to Reading where the prices of the items are calculated on an adding machine and entered on to the order form. No grand total is made at this stage. The order, which is on tough, translucent paper, is then processed through an Ozamajor photocopier and four photocopies are made using paper of different

- 1. A white invoice for the customer.
- 2. A green debit copy for the office.
- 3. A pink receipt note.
- 4. A yellow delivery note.

The original order has now fulfilled its purpose and is filed for a year before being destroyed. But the copies which comprise the four-part invoice are batched and sorted into areas and delivery dates and identified by code. For example, code 27 might refer to a file of orders which require delivery in, say, Exeter in the first week of December.

After batching and coding, the orders are analysed by stock clerks to see which lines are the most popular. This information—modified perhaps by experience gained in previous years—is passed to the production controller to see that production matches demand.

All H & P goods are delivered to customers through a number of depots spread throughout the country. It is the job of the stock clerk at Reading to see that stocks are sent to these depots and that the batched order forms follow immediately.

Each Christmas order delivered from the depots is accompanied by the pink and yellow copies of the four-part invoice. The depot now totals the white and green copies and posts the white to the customer and the green to H & P to become the ledger card entry (the debit to the customer's account).

Meanwhile the yellow copy is kept by the customer when the goods are delivered and the pink one is signed by him and handed back to the vanman. This pink sheet is returned to H & P and filed as a receipt for the goods. The green copy, after ledger posting, is also filed.

#### Fees saved

Before the photocopying machine was installed all Christmas orders were typed at the depots, the order forms being sent there after the analysis stage at H & P. The machine has not only relieved pressure at the depots, but also saved the cost of the clerical labour. This paid for the photocopying machine during its first Christmas use—a period of three months.

The main advantage of their type of machine, according to H & P, is that the photocopies are developed dry and this facilitates stacking. Also, with the 42 in. wide feed two operators are able to work simultaneously, and very high rates of output are achieved.

# THIS FASCINATING WORLD OF BUSINESS

In 1956—at least 10 years after chemists in the United States, Switzerland, Germany and France had started work on the problem—a leading British company set out to find the perfect water repellent for cotton cloth.

Two years and several thousand pounds later the only result was a drum of frothing liquid which promptly blew up in the face of the research workers.

But the company finally found the answer—Aqua 5—and launched it last month with a drenching of champagne and a flood of full page advertisements.

The story of Aqua 5—to be told in BUSINESS next month—is a fascinating glimpse into the world of research.

But more, it is a lesson in the basic elements of management. The full, frank record of how a management team tackled the budgetary headaches involved in long-range research into the unknown. How suppliers, independent research firms, trade organizations and a university department were welded into a winning team. And how, when the research workers had succeeded, advertising, sales and export directors put the discovery across to the world.

"How we got out Aqua 5" will appear exclusively in the NEXT issue of BUSINESS, on sale January 2.



HOW OFTEN DO EXECUTIVES CHANGE THEIR JOBS? And WHY do they change? Next month BUSINESS reveals some surprising facts about 'Men on the Move.' And answers the vital question: Do the men who really get on move around?



IS ADVERTISING ONLY FOR GIANTS? One small company decided to find out for themselves. They planned a modest £1,000-a-year campaign in one-eighth and quarter pages in carefully selected media. The result? Sales are up 2,000 per cent over four years ago. Now BUSINESS talks to the MEN who planned the campaign.



The subscription form facing page 100 will ensure your personal copy of BUSINESS



# New Ideas from the Paris Show



NEW--A push of the foot moves clerk's desk effortlessly, bringing any section of this punched card unit within reach.

Office expert Valerie Jackson reports on the best and brightest ideas on show at the Paris Business Efficiency Exhibition.

AKE the excitement of a circus, mix it with the bustle of an Eastern bazaar and the efficiency of a supermarket, and you have the atmosphere of this year's international office equipment exhibition at the Palais du C.N.I.T., Paris.

Here, beneath a soaring singlespan concrete roof, three mammoth exhibitions — office equipment, packaging, and materials handling —are under way simultaneously.

Without doubt the palace is an architectural triumph. A huge equilateral triangle, it is surmounted by a massive concrete roof which suggests a sail bellying out in the wind.

The orderliness of the Gallic mind is apparent in the arrangement of the hall. Each level has its own number from one to five—each side identified by enormous letters prominently displayed—each stand indexed by number and zone level. A glance at the catalogue, or at the large-scale diagrams mounted prominently at various

points, shows immediately either visually or by a 'map reference,' the position of any stand.

As a further aid to location, products are zoned according to function. Thus all furniture and filing systems are on the lowest level, accounting machines and duplicators on the second floor, electronic computers at the top. A double-branched stairway at the centre of each side of the triangle and banks of lifts give quick access to any part of the building.

Visitors are as mixed a bag as one could find, though with a noticeably large preponderance of Germans. At an accounting machine demonstration you find a huddle of Japanese, English, Germans, French and Scandinavians. Strangely anachronistic are the numerous nuns in their voluminous habits, peering at a photocopier, or assessing a dictating machine.

In the rest room furnished by one of the exhibitors (a humane touch for which many were grateful) wives sit patiently while husbands inspect filing systems, try out calculators, or test equipment.

Stand-up snack bars, cafeterias and restaurants are crowded to suffocation.

This is perhaps, the only slip-up. Restaurant, bar and cafeteria accommodation is woefully inadequate and is all the more surprising in view of the seriousness with which the French regard food. Could it be that business is even more serious? Certainly the social approach — such a feature of British B.E.E.—is notably absent here. Exhibitors are polite, but firmly businesslike.



BUSINESS

#### The New Equipment

Continental countries are not, it seems, as 'sold' on suspended filing as we are. Lateral systems appear popular, but without suspension.

Among new ideas was the ingenious flexible and low-cost system illustrated here. Lengths of files are built by joining individual stiff covers together with stiff cardboard links. These links slide over light metal holders attached to the inside of the covers. The continuous batch of files thus formed stands freely on a shelf or can be placed in a drawer.

#### **Card Tricks**

A new motorized file gives an accounting machine operator effort-less access to a large number of ledger cards. Up to six large drawers of cards may be laid on the moving platform. Seated at the machine alongside the installation, the operator touches a button to move the platform any distance required.

This procedure is reversed in a punched card file. Hundreds of thousands of punched cards are accommodated in the tray unit. To gain access the operator moves his chair—mounted on fixed glide rails—by gently pushing the floor with his foot. Two writing surfaces are provided, one the desk mounted in front of the chair, the other a sliding table top over the card file.

NEW—Touch of a button (left) gives accounting machine operator access to up to six drawers of cards.

NEW-Intercom set with streamlined case and line engaged lights.



NEW-Foolproof duplicator.

#### **Magnetic Cards**

Less finger work in searching through 'blind' card indexes is the outcome of a new magnetic system. Index cards, filed 600 to a tray, each contain a hidden magnetic patch and are interspersed with light metal dividers. As the operator tilts a divider towards him the cards fan out slowly enough to enable the titles to be read. The cards measure about 8½ by 8½in., but will later be available in larger and smaller sizes; can be pre-printed with headings according to individual requirements.

#### **Mechanizing Cards**

Designed in Holland, this ingenious new card system is a 'halfway house' between manual and electro-mechanical methods. Basis of the system is handpunched cards which are sorted by rods in the usual way. But numerical data punched into them are totalled by feeding the cards into a slot on the left of the console unit shown here. The machine 'reads' the punches and prints out totals and other details on the adding-machine tally roll on the right-hand side of the unit. It can also punch summary cards.

#### **Document Numberer**

Easier numbering of documents of all sizes is achieved by this simple yet effective machine. Documents fed by hand into a slot at the top emerge into a receiving tray in front with a serial number, the date, and a signature or other static detail if required,



New-Free-standing files.

imprinted on them. The machine is electrically operated and quiet in action.

#### Simple Duplicator

The ultimate in simplicity of design is this small low-cost spirit duplicator. It consists simply of a detachable roller, round which the master is wrapped, and which is turned by hand. On one side is clipped an inverted plastic bottle of spirit which drip-feeds a felt pad over whose surface the master moves as the machine is turned. It is difficult to see how this duplicator could possibly go wrong.

#### Chair With Desk

A neat solution to the lecturechair problem is provided by this steel-framed chair with detachable desk into which an ashtray is thoughtfully set. The chairs, which are comfortably upholstered and covered with brightly-coloured plastic are stackable when the tables are removed. An alternative model has a matt black frame.

#### Intercom Set

The continental flair for design is well exemplified by this attractive external-internal intercom set. The conventional box shape almost invariably used in Britain is replaced by an agreeably streamlined casing and the slant at which the dial is set improves visibility of the characters. The set of windows between the dial and the pushbuttons light up to indicate when external lines are engaged so that the user can do his own 'hunting'.

# This No. 9 hamper has a wonderful assortment of Christmas fare and costs about £21 from Jacksons of Piccadilly.

# GIFTS from thus

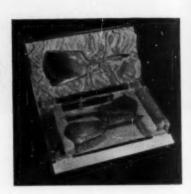
HIS SEC

FOR HIS WIFE & HIS FAMILY



Exquisite silver brush set in presentation case from Harrods. Costs about £39.

Infra-red Grillfix with automatic rotating spit, three-heat control and automatic timer. 628 17s. 6d. from Jacksons of Piccadilly.

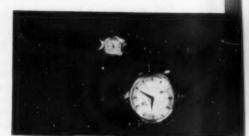




Graceful pewter coffee and tea pots. Prices range from £9 13s. 6d. to £10 7s. 0d. Jacksons of Piccadilly.



The Minox B sub-miniature camera is of the highest precision. The body is only 3 x 1 x 9/16in., and weighs 2½oz. Costs £79 12s. 7d. Wallace Heaton, Bond Street, London, W.I.



Lady's 18ct. gold Cyma watch on black suede strap, £52 7s. 6d., and gentleman's 9ct. gold Omega Geneve watch, £41. Both from Garrards.

Limoges china scent spray and powder bowl, hand painted with flower designs in various colours. Costs 8 guineas from Harrods.



BUSINESS

# usinessman

HIS SECRETARY & HIS FRIENDS



The Cub battery operated transistor tape recorder weighs only  $5\frac{1}{2}$ lb. Costs about 26 guineas from Grundig.



Handsome pigskin document case, leather lined, expands into a capacious travel bag. Costs £43 15s. from Aspreys.

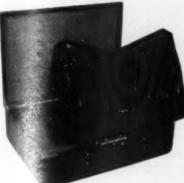


Elegant Swedish
Koste cased glass
vases in tortoiseshell
colour. Cost £9 17s. 3d.
and £9 6s. 9d. from
Heals, Tottenham
Court Road, London,
W.I





Automatic electric tea maker, £4 lls. 6d., and switch alarm unit, £8 l3s. 6d. Both from Jacksons of Piccadilly.



DECEMBER, 1959

Luxurious jewel case in Spanish leather, top tray forms a separate case. Also available in other colours from Harrods. About 439 18s. 6d.

Red hide beauty case, fitted poly-thene bottles and jars with metal gilt tops. Costs £32 los. 0d. from Aspreys.



CONTINUED page 91

#### There's a new spirit in the office



# -and its name is Banda

"Sounds incredible, but there it is. These happy hither-and-thither types all swear by it."

"But it's only an ordinary . . . "

"Oh no, it isn't. Banda works on spirit . . ."

"Lucky Banda!"

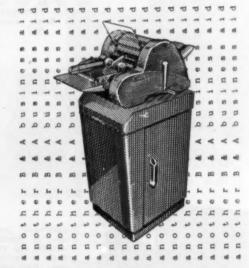
"... which is apparently the cheapest, quickest and cleanest way of duplicating there is. The girls claim it saves hours of copytyping, rubbing out, checking, fiddling with carbons..."

"isn't that the machine the Sales Manager's been playing around with lately?"

"And the Accountant—and the Drawing Office. They've found out that Banda copies in seven colours at once. Marvellous for sales graphs, charts, plans, diagrams, comparative

"How are they, by the way?"

"Better than ever, since Banda came along."





#### from the Duplicating Division of

#### BLOCK & ANDERSON

Hond Office: Banda House, Cambridge Greve, Hammersmith, Lenden, W.S. Tel: diverside 4121 (20 lines)

#### ON-THE-SPOT SERVICE FROM THE FOLLOWING BRANCHES:

Beifast, Birmingham, Bristol, Cardiff, Dublin, Dundee, Edinburgh, Exeter, Glasgow, Leede, Leicester, Liverpool, Luton, Manchester, Middlesbrough, Newcastle, Nottingham, Preston, Reading, Sheffield, Southampton, Stoke-on-Trent, Tunbridge Wells.

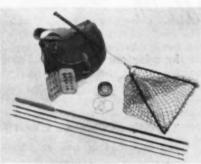
#### Gifts from the Businessman CONTINUED



Samsonite Silhouette ladies' wardrobe suitcase in chestnut and other colours, from Simpsons, Piccadilly. About £23.



The Eversharp pencils are in cupro nickel, rolled gold and rolled platignum and cost from 27s. 6d. to 75s.



This trout fishing tackle outfit costs about 632 l6s. 9d., but prices vary with quantity of items chosen. Hardys, Pall Mall, London, S.W.I.



Golf bag made in hard-wearing washable nylon, popular 8 in. size, about £6 9s. 9d. Fordham golf trolley, tubular construction, £6 19s. 6d. Both from Lillywhites, Piccadilly Circus.

#### AND FOR YOURSELF?



A 3.4 litre jaguar Mark 2 Saloon overdrive model. The large windscreen and thin windscreen pillars contribute to the excellent forward visibility. Note also the semi-wrapround rear window, chrome framed side windows, and new design foglamps. Price about £1,753.



Lucos reversing lamp, Type 494, chromium plated body, supplied with switch and cable. 12 lBs. from Tankard and Smith Ltd., King's Road, London, S.W.3.

#### ON EVERY THOUSAND LETTERS YOU SEND YOU SPEND



ON TYPING

£26 . 0 . 0



DICTATION

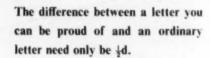
Somake the best of it



ON **OVERHEADS** 

£1 . 0 . 0

by using one of Britain's Fine **Rag Papers** 





ON POSTAGE

£12 . 0 . 0

 $\frac{1}{2}$ d. a letter is only £2 a thousand.



ON **LETTERHEADS** AND **ENVELOPES** 

£8 . 5 . 0



TOTAL COST £73 . 5 . 0 (or roughly 1/6d. a letter)

BRITISH STATIONERY COUNCIL BALFOUR HOUSE 119 FINSBURY PAVEMENT LONDON E.C.2.



### He Sells

### COLOUR

The big four are blue, red, green and yellow. But—warns this expert—intensive research is needed if colour is to sell your product.

N the middle of the depression, Faber Birren—then a man in his early thirties—was approached by a manufacturer of billiards tables. During that period in the United States people were entertaining themselves cheaply at home in basement playrooms. But, the company complained, they weren't buying billiards tables.

Birren made a thorough survey and put his finger right on it. Women would have nothing to do with a green-topped billiards table, because they associated the hue with roulette and other gambling.

He recommended a shift to a soft purple top. The company took his advice and sales shot up.

Everybody who makes a product that satisfies human wants has to ask himself: What colour am I going to use; and will it be a good one—will the product sell?

No matter what the product, colour adds fascination and excitement. Because colour is so much in the psychological realm, however, it becomes a complex medium to handle. While judgment of form and design is largely rational, judgment of colour is likely to be emotional and itrational.

Extensive studies by psychologists have revealed that the universal order of preference for colour on an abstract basis will be

blue as a first choice, then red, green and yellow, regardless of race or nationality. In purely impulse merchandize, such as toys, for instance, red, blue, green and pink will appeal without fail.

Yet the same persons who may buy a blue or red balloon may by no means follow their impulses in the purchase of a carpet. Now other factors influence the mind. What is currently stylish in home furnishings? Will the colour soil?

#### Report from New York by William Gunther

Will it go with what is in the rest of the home? Will we like it two years from now?

The billiards table incident was the starting point of a fascinating and unusual career. Birren, who as a child played with his artist father's paints and brushes, made colour his profession. Today he is recognized as the foremost authority on the subject and serves an impressive list of clients here.

Birren uses five major research techniques to tell what colour should be applied to a specific product:

▶ Statistical sales records are kept of many significant types of consumer goods. Charts are then made up to show the flow of the demand. This groundwork gives a basic

perspective and comparison to judge rising and falling colours and to determine points of saturation and low ebb.

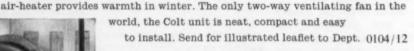
- Market analyses are conducted on a broad and intensive scale. Sometimes entire industries get together in order to obtain results of the research effort.
- ▶ Consumer polls, carefully screened as to colour before being undertaken, are frequently used to determine finer points in colour selection. Opinion checks might be made to find out what colour the majority of a certain group of people prefer.
- ▶ Where potential demand requires a fairly positive answer, special retail sales tests are conducted. In this instance, carefully researched colours are sold in a few controlled outlets before widespread production is scheduled.
- New, high style colours have to come from somewhere. They might be introduced by a manufacturer. but more often they are created by the colour consultant and promoted by a prominent home furnishings magazine (in Faber Birren's case, it is American "House & Garden"). Specially trained personnel then follow the course of these style ventures at the top end of the market. When certain of the colours begin to 'catch on,' they are promptly reported and suggested as standards for volume selling-generally about a year before they reach a peak.

To understand the difference between the high fashion market and the volume market, one has to recognize that background, education, social status and many other factors tend to influence colour preference for consumer goods. About 10 per cent-the sophisticates-will insist on having what no one else has. They are the true style leaders and they will demand many colours. The rest tend to follow the parade of fashion, and they will-acting as a big groupwant few colours and pretty much what everyone else has.



Examine the Colt Two-Way Fan—and you'll see a dividing diaphragm. That is the secret of the unique two-way action. Because of this division, the fan does two jobs at once.

As stale air is extracted through the top half of the fan, an equal amount of fresh air is brought into the room through the lower section. This two-way action creates balanced draught-free ventilation—totally unaffected by the opening or closing of windows or doors—and the airflow sets up and maintains a constant all-round-the-room fresh air circulation. A simple-to-fit filter removes dust, and a detachable







COLT VENTILATION LTD · SURBITON · SURREY · TELEPHONE: ELMbridge 0161 (10 lines)

### Tell me about Market Research

Given here are some of the 'second opinions' provided privately last month by BUSINESS staff experts

I've heard a lot about Market Research, but what I've heard doesn't mean very much. Can you—

- 1. Define Market Research;
- 2. Give names of books on the subject;
- 3. Name a book dealing specially with interpretation and analysis of market research figures;
- 4. Name any professional organization covering the field?
- Dr. Elizabeth Nelson, hon. secretary to the Market Research Society, defines Market Research as "a term embracing all research activities carried on in connection with the management of marketing work."

There are dozens of specific benefits to be gained from market research, but the principal ones can be summarized as:

- It makes it more probable that products suit demand, that they are priced in accordance with demand, and that they will be offered to specific markets having the greatest sales potentials.
- Sales will increase because efforts to stimulate them will be more effective. Research predetermines the best sales appeals of the products, the best ways of reaching

potential buyers, the most fruitful timing of promotions, and the market areas in which promotion costs bring the greatest returns.

Research can also engender a progressive spirit that may spread throughout the company. The personnel may be stimulated by knowing that their company has full understanding of its marketing situation and that their efforts are properly aimed at well-selected goals. Sales organization in particular will promote sales with confidence that the products are properly designed, merchandized, priced, and advertised.

Two suitable books are—Modern Market Research, by Max K. Adler (Crosby Lockwood & Son), and Basic Methods of Market Research, by J. Lorie and H. Roberts (McGraw-Hill). A book on the analysis of market figures is Business Forecasting (Market Research Society).

• How can I encourage my business correspondents to answer letters quickly? Politely written phrases and 'chasing' phone calls often

he best sales appeals of the prolucts, the best ways of reaching results is to set out points to be answered in question form, leaving space on the letter for replies. Enclosed is a carbon of the questions for filing and a stamped, addressed envelope.

● My copy typists have complained of eyestrain, yet room lighting is good and desks and chairs of approved design. Can you suggest any further aids I could provide?

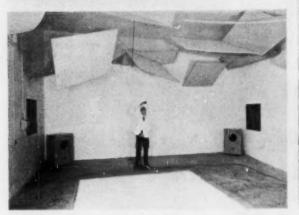
Special copyholders are on the market which can go in front or behind the typewriter. Each typist can adjust the angle to her own comfort. Fatigue and eyestrain are greatly reduced if the copy is at eye level directly in front of the typist. A transparent indicator marks the line to be typed.

## Are Your Costs and Prices Realistic?

This table, based on retail price indices, gives a rough set of conversion factors for bringing values up to date. For example, if you bought a machine for £100 in 1931, for which year the conversion factor is 2.9, you would expect a similar machine now to cost, roughly, £290. The table will be amended to reflect appreciable changes in the index.

Con-	Co	n
version	version	DF.
Year Factor	Year Fact	01
1913 = 4.2	1936 = 2.9	
	1937 = 2.8	
1919 = 2.0	1938 = 2.7	
1920 = 1.7	1939 = 2.6	
1921 = 1.9	1707 - 210	
1922 = 2.3	1946 = 1.8	
1923 = 2.4	1947 = 1.7	
1924 = 2.4	1948 = 1.6	
1925 = 2.4	1949 = 1.5	
1926 = 2.5	1950 == 1.5	
1927 = 2.5	1951 = 1.3	
1928 = 2.6	1952 = 1.2	
	1953 = 1.2	
1929 = 2.6	1954 = 1.2	
1930 = 2.7		
1931 = 2.9	1955 = 1.1	
1932 = 3.0	1956 = 1.1	
1933 = 3.0	1957 = 1.0	
1934 = 3.0	1958 = 1.0	
1935 = 3.0	1959 = 1.0	

#### MARCH OF BUSINESS\_starts page 65





RESEARCH INTO ACOUSTICS at the new laboratories at Hemel Hempstead uses these two experimental rooms. Left is the reverberation chamber, in which sound is reflected off hard and polished surfaces. Right—the anechoic or sound absorbent chamber. Both rooms are mounted on rubber to minimise vibration.

taken to executives in the boardroom ready for serving.

The idea could well be used by other companies. The ovens do not use costly flues—sometimes forbidden by local bye-laws—and they obviate the need for laying on a canteen service for only a few people. Even a secretary who knows more about business than she does about cooking can provide a dozen first-class meals in almost as many minutes.

#### Hands-across-the-sea for consultants

Two leading trans - Atlantic management consultants have combined to launch a new specialist management and industrial consultancy organization for Britain's clothing industry.

They are Production Engineering, one of Britain's foremost consulting firms, and Kurt Salmon Associates, of America. Board of the new company will consist of four American members and three British members. The British members are D. L. Nicolson, managing director of P.E., A. F. Frodsham and R. B. Dew.

Mr. Nicolson told me: "This development should make a most useful contribution to the future

prosperity of Britain's clothing industry. It will make available the extensive specialist knowledge of our American colleagues together with our own experience in a wide field of British industry. Our services will include technical methods of manufacture, plant layout, work study, personnel administration and operator training, production planning and control, costing and financial control, advice on buildings and equipment, market research and all problems relating to sales and distribution."

The new company will draw on the staff both of K.S.A. and the P.E. group, and will send British engineers to the U.S.A. for specialist training.

### "According to the letter of the law"

After using loose leaf books for more than a year to record council minutes, Salford Corporation have suddenly discovered it might be illegal. Says town clerk R. Ribblesdale Thornton: "The Act states that a book must be used to record minutes. But about 40 councils use loose leaf as we do."

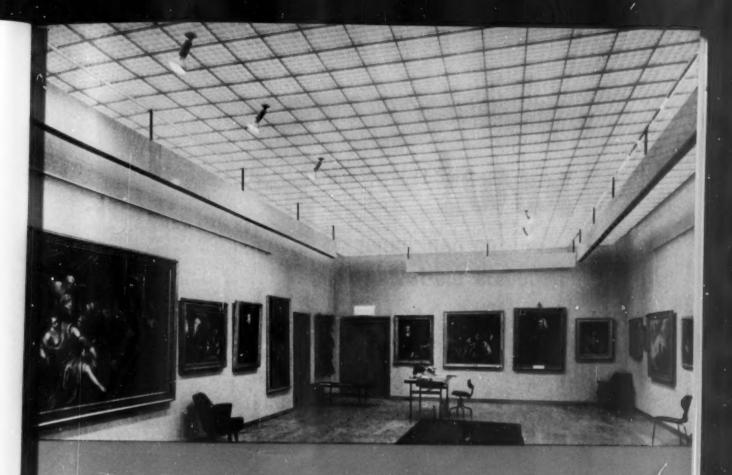
The corporation has put a resolution to Parliament to clarify the position.

#### Time off -

Four three-week courses for "executives already established in positions of responsibility and authority" are being arranged for 1960 by Associated Industrial Consultants. Notable feature of the courses is an interval of one week half way through the course to enable the executives to attend to urgent matters in their businesses and to allow time for review. Dates will be notified by AIC. Fee: 100 gns.

A new management training course, 'Sales management,' has been developed by the Urwick Management Centre, Bucks, for sales directors and sales managers of small and medium-sized firms. The course has been designed following a year's development work at the centre and will be held at regular intervals. It lasts four weeks. Fee: 200 gns.

Three short courses in work study, three in work measurement, three in work simplification, and a special short course on production planning and control, have been arranged for the spring term at Loughborough College of Technology.



### Lighting and Learning

New light on old masters. Modern lighting technique enhances the paintings in the main gallery of Fine Art at Nottingham University's new Portland building.

A luminous ceiling is combined with specially designed 5 ft. fluorescent picture light fittings with Osram warm white tubes.

G.E.C. collaborated with the architects, Cecil Howitt & Partners, and Sir Hugh Casson, who was responsible for interior decoration, in creating lighting schemes for the whole of this building.



G.E.C.

THE GENERAL ELECTRIC CO. LTD., MAGNET HOUSE, KINGSWAY, LONDON, W.C.

# ww!

carbon paper becomes old-fashioned

# SOLVO

Here's something that will produce a quiet and welcome revolution, in the office. Here's something every typist and office manager will bless. Here's something everybody who has to read carbon copies will hail as a saver of tired eyes. Here's SOLVOCOL's, new from Columbia, new for everybody who likes cleaner copies, more legible copies, and more of them more cheaply. SOLVOCOL!

\* Patent No. 780492

The Carbon paper that isn't carbon paper!







#### ... the secret of Solvocol

solvocol represents a complete departure from recognised techniques of carbon paper manufacture. The coating of SOLVOCOL consists of a fluid ink held in a plastic film, which releases pigment only as a result of a blow such as the impact of a typewriter key. And here's the secret—SOLVOCOL recuperates! Ink is fed to the used portion by capillary action much as in a good typewriter ribbon.

# That's why ...

SOLVOUS !

Solvocol has extremely long life—giving extra-low cost per sheet.

Solvocol has very smooth "wear-down"—no light and dark patches as with used carbon paper.

Solvocol gives 8/9 copies at a go—each one clearly legible and with even colour density down to the last copy. This goes for noiseless typewriters, too!

Solvocol has one weight, one finish—serves all purposes.

Solvocol gives the right impression—smooths out the uneven touch or incorrect type impact.

Solvocol is easy, clean to handle—no more fiddling with "flimsies".

Solvocol is appreciated by typists—is cleaner to handle throughout its long life. Doesn't become tatty. Typists use it longer, get full value from each sheet.

Solvocol gives smudge-proof copies—permanent



Solvocol gives more, cleaner copies longer

Columbia Ribbon & Carbon Manufacturing Co. Ltd · London · S.E.26.



FACTORIES IN NEW YORK . CALIFORNIA . TORONTO . BUENOS AIRES . SYDNEY, N.S.W.

DECEMBER, 1959

99



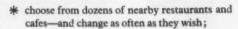
#### ... TO IMPROVE WORKING EFFICIENCY

It is now a proved fact that people work harder, longer and more efficiently if they get a good meal inside them at mid-day. Luncheon Vouchers ensure that they do get it—even if employers cannot provide canteen facilities.

For with our Luncheon Vouchers, your staff can

- \* eat the right kind of food at the right time;
- relax, too, by eating away from their place of work;

Yes, it's in your interests to
ASK ABOUT THIS WELFARE SERVICE



\* eat well, keep happy and work the better for it.

Luncheon Vouchers make all the difference to staff welfare and working efficiency.

And L.V. Luncheon Vouchers are often the taxfree inducement which attracts new personnel.



#### Luncheon Vouchers Limited

SAXONE HOUSE 74a REGENT STREET, LONDON W.1 Tel: REGent 5711

100

BUSINESS

VICE

# UIPMENT

chese business reply cards brain further information my of the items appearing the New Equipment section

he section covers products for ise in office and workshop, at also in canteen and welfare

#### **NEW EQUIPMENT · FREE SERVICE**

To obtain additional information on the items reviewed editorially in the New Equipment section of this issue, write their reference numbers below:

Ref	Ref	Ref
Ref	Rof	Ref
Ref	Ref	Ref

Position .....

Name of Firm

Address

This is a reply-paid form (BLOCK LETTERS PLEASE)

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USINESS

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To the Sales Director, BUSINESS-

Name

Firm .....

Address

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101

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#### BUSINESS

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The Sales Director,
BUSINESS

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SAX

100





- \* One loading of Copycat active developer now lasts a whole month in the new closed circuit system
- \* Self-cleaning circulation makes the refill routine quicker and simpler than ever before
- \* Only 12 seconds for crisp, permanent one-off copies
- \* 10 copies or more from a single negative cuts cost per copy

COPYCAT LIMITED	Copycat
40 Victoria Street, London, S.W.1  Please send details  Please arrange for demonstration	PACEMAKER  newest in the range of specialist photocopiers at prices from £58.10.0.
NAME_COMPANYADDRESS	The biggest stride forward in photocopying machine design for years. Whatever photocopying method you use now, seeing the PACEMAKER in action will bring you right up to date. Just post the slip alongside—we will put the machine through its paces for you.

DECEMBER, 1959

### NEW EQUIPMENT

#### FOR OFFICE, WORKSHOP AND CANTEEN

#### Low-cost device

Small size, low cost and a virtually unbreakable mechanism are three attractive features of the new Britishmade O. J. Adder machine for sterling addition. Basically it comprises four interconnected dials which operate like the 'phone equivalent but are moved with a stylus instead of the finger.

Reading right to left along the machine, the dials are calibrated for pence, shillings, pounds and (the smaller dial in the corner) hundreds of pounds. Totals appear in red in the small upper windows within each dial.

Since there is automatic transmission between all dials, entering amounts,



Unbreakable mechanism

of say, 11d. and 6d. in succession in the pence dial would cause a 1 to appear in the shillings window and a 5 in the pence window. Totalling capacity is £999 19s. 11d.

With a little ingenuity the O.J. could be used for 'whole number' counting, using the pounds and the hundreds dials. Employed in this way and using the shillings dial to register thousands it could have a capacity of 19,000.

Enquiry Ref. No. 0.12/1

#### Training typists to music

Specially designed for typist training classes, the *Varigram* is a variable speed record player. Speeds range from 14 to 95 r.p.m. and can be varied infinitely within these limits.

The machine, which can be fitted with a two-stylus pick-up head or cartridge, will play 16, 33, 45 and 78



Infinitely variable speed

r.p.m. records. The built-in amplifier gives a 2.5 W. output and has tone and volume control. Cased in hardwood and plywood the record player is constructed to allow the main motor board and all controls to be moved through 180 deg. This means that instruction can be given from in front of the machine or behind to suit local conditions.

Enquiry Ref. No. 0.12/2

#### New system has foolproof files

Two troubles which may occur in suspended filing systems—a tendency for files to slip off the rails and for index tabs to become detached—have



Linked pockets move silently

been given special attention in a new system. These difficulties have been overcome by providing a retaining bar which, unless voluntarily removed, prevents folders from slipping off the rails, and by a new design of index tab which cannot be pulled off accidentally.

The system is made up of linked manilla pockets, slightly cut away in front so the inner folder can be easily grasped. Cabinets are 3 ft. wide, 18 in. back-to-front depth, and several heights from 6 ft. upwards. The smallest unit holds contents equivalent to those of two standard four-drawer cabinets. To conserve space further, cabinets are made with double-fold doors or with roller blind or shutter fronts. Rails are also available for installation in recesses or cupboards.

Standard capacity of each pocket is 3 in. thickness of foolscap or quarto paper. But should the user want more space, he can extend the capacity of the file by adjusting the pocket where it meets the retaining bar.

Plastic-covered rails ensure no clashing as files are moved. Luxury

### For more information . . .

about products reviewed in this section use one of the New Equipment Service cards facing page 100 of this issue.

tach item in the section has a reference number. The numbers of items on which further information is requested should be written clearly on the card.

The service is free and no postage stamp is needed.

Equipment included in this survey is selected for its news value alone. Manufacturers are invited to submit details of new and interesting products for consideration. An original photograph should accompany each item submitted.



# Yours of the what ult?

Hang on! Think I know what you mean. It's around somewhere. Saw it only last week. Hang on! Hunting up file. CURSE! Not there! Can I ring you back?

Now with Remington filing systems, things are where you expect them to be. In fact, it would be a hard job to put them anywhere else, so well organised, so glaringly signalled are the various divisions. Bad filing consumes 40% of administrative costs. Good filing is therefore good business. So, before you ring him back, first ring Remington Rand and get the background on this filing business. Believe us, it pays!

People who KNOW, know

Remington

Rand



1-17 New Oxford Street, W.C.1. Chancery 8898 and branches in all principal cities

#### OFFICE EQUIPMENT

touch for executives: solid cabinet doors may, at a slight extra cost, be covered in vynide in any colour.

Enquiry Ref. No. 0.12/3

### Quick copying from microfilm

A useful microfilm reader incorporates a printing device which, within eight seconds, can make an 8 by 10½ in. copy from any frame.



For reading and printing

The machine employs the *Thermo-fax* heat transfer copying process and is push-button operated.

The reader accepts 16 or 35 mm. film in rolls, in jackets, or mounted in filing cards. Images are projected on an upright ground-glass screen at a controllable speed. A range of interchangeable lenses is provided. The machine can stand on a small table.

Enquiry Ref. No. 0.12/4

Automatic voice switching

### Faster communication with new system

The new Centrum Futura pushbutton 'phoneless intercom system incorporates a notable technical achievement. For the first time we have a microphone and loudspeaker together in the same small unit which completely overcomes the 'howl' which has hitherto proved an insuperable obstacle to such a set-up. As a result communication is easier and clearer than before.

The system can include from 20 to 999 instruments linked through automatic switching equipment. To make a call the user can press one button

or any combination of numbered buttons for extensions. This is all that is required. No manual switching from 'speak' to 'listen' is required on either side and conversations can be heard even if a speaker is up to 20 ft. from his instrument.

Noisy conditions are no disadvantage, say the makers. The new amplifier functions at peak efficiency at voice frequency levels which automatically reduces background noise transmission and ensures best reproduction of speech.

Additional features can include secretarial filter instruments, conference facilities, sound or visual staff location systems, and priority—which



Asson Twintronic Enquiry Form
Please send full details of Anson Twintronic
Accounting without obligation.
Name
Company
Address
Tel:
Please pin completed form to your letterheading and post to:
GEORGE ANSON & CO. LTD.,
Solvay House, Southwark Street, London, S.E.1.
Tel: WATerloo 2711 (10 lines). B/D

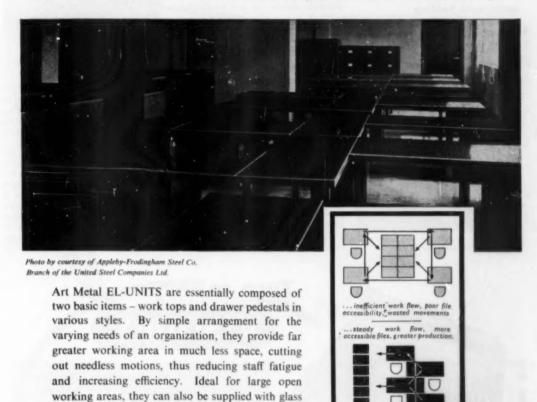
The highly versatile Anson TWINTRONIC enables any accounts department to become fully mechanised for less than £500. Designed to cover every programme in accounting procedures the Anson TWINTRONIC has a built in sensing device that provides automatic alignment of two, three or more forms with all entries produced simultaneously. Statements and ledger cards are automatically ejected—instant switching of programmes—electric carriage return and alternative carriage widths.

Find out more about Anson Twintronic accounting TODAY!

### Make every square foot pay dividends!

### Art Metal EL-UNITS

### save space, increase speed & efficiency



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panel units to fit EL-UNIT furniture giving privacy when required. Don't waste floor space, make use of every square foot. EL-UNITS are the answer.



### OFFICE EQUIPMENT

enables top executives to break in on conversations. The number of simultaneous conversations the system can carry is adjustable to individual requirements.

Enquiry Ref. No. 0.12/5

### Large desk for conference-holders

Extra-large top and reasonable price are the two outstanding features of this new executive desk in the Gold Seal range. The 7 ft. by 3 ft. 3 in, top has a generous overhang at back and sides so that it can



Mahogany and brass

double as a conference table when necessary.

Made in solid blockboard and plywood veneered with mahogany, the desk has ebonized legs and brass fittings. Alternative arrangements for the two pedestals can incorporate deep drawers for suspended or free-standing files and box drawers. A kneehole drawer can also be fitted.

Enquiry Ref. No. 0.12/6

### Versatile headliner uses photo process

Headlines for advertising copy, price-lists, brochures, display material and many other purposes can be made quickly and easily on the Typro. This American-made photo typesetting device now available here is easily operated, small enough to stand on any table and produces dense black type in a wide choice of faces and in sizes from 6 to 144 point.

Type is set up direct from same-size film: no physical enlargement or reduction is required since each face is visible in its final size. To set words or numerals, the operator



Many typefaces and sizes

moves a control in front of the machine to bring the character he requires up to a guide line. Further movement of the control photographs the character. Standard letter-spacing is automatic but can be varied.

The set type emerges on a 2in. wide strip of photographic paper protected by a red screen. When the headline—which may be any length—has been completed, the paper is pushed out by hand, cut, and submerged in succession through fixing. processing and washing baths. This job can be done in ordinary, though not too bright, lighting provided the







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GLASGOW : BIRMINGHAM : MANCHESTER: NEWCASTLE : LEICESTER : LEEDS : CARDIFF : DUBLIN

DECEMBER, 1959

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### OFFICE EQUIPMENT

equipment is slightly shielded. It takes about two minutes.

Enquiry Ref. No. 0.12/7

### Maximum comfort posture chair

A generously sized flat seat is a commendable feature of the Danflex



Detachable covers

posture chair. Fully adjustable, cushioned with foam rubber, made with a chromium-plated framework and corduroy upholstered in a choice of rich colours, it is as attractive as it is comfortable.

The chair has covered ball-bearing castors which, with their soft rubber centres, cannot damage floors. The central column contains a strong vertical spring which minimizes jolting.

Instant height adjustment of the seat is achieved without fiddling with screws; the back, which is padded with nylon foam, can be adjusted vertically and laterally.

No oiling of any kind is ever required, the makers claim. And soiled covers can be removed and fresh ones fitted by unskilled labour.

Enquiry Ref. No. 0.12/8

### Add-lister with shuttle action

Addition and subtraction can be carried out at very high speed on the Comptograph 101 WS. The machine will be found specially useful for applications which involve listing



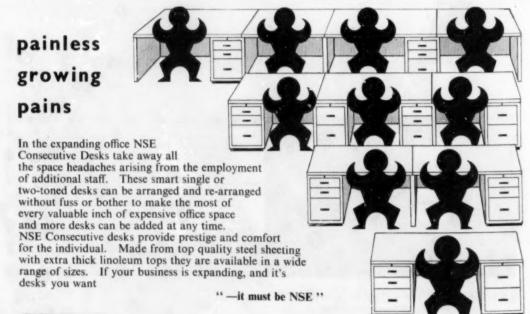
Fast and quiet

quantities and reference numbers, since it has a shuttle action. This feature can, however, be easily cut out for ordinary adding-listing.

The Comptograph has a simplified keyboard on which sterling or 'whole number' entries can be made. The design of the printing head is said to give a quiet action.

An interesting feature, exclusive to this machine and its non-shuttling predecessor, is the Visi-balance window. This automatically indicates whether a debit or credit result is to be expected before a total or subtotal is taken.

Attractively streamlined, the casing is beige-coloured. The machine is





### NORWOOD STEEL EQUIPMENT LTD.

149 Borough High St · London · SEI · Tel : HOP 5033 Showrooms at Birmingham, Manchester and Bristol.

### The New State Pension Scheme

and its integration with existing private pension funds and schemes is a subject of vital concern to every employer at this time.

Expert advice, on a professional fee basis, can be obtained from the Noble Lowndes Pension Service, the largest organisation of its kind in the world, which numbers among its clients more than 4,000 companies, large and small, in this country alone. A recent survey showed that 1 in 4 of the leading British companies has a pension scheme devised and administered by Noble Lowndes.

Directors and Company Secretaries are invited to write, in confidence and without obligation, mentioning this advertisement, to the Chairman, Noble Lowndes Pension Service, Noble Lowndes House, Lowndes Street, London, S.W.I.

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Also represented throughout Canada and the United States of America.

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## THE CARDWHEEL SELECTIVE BRAKE

CARDWHEEL...the fastest system for reference and posting... is now fitted with the exclusive CARDWHEEL SELECTIVE BRAKE... an innovation which gives three brake positions:—

LEVER BACK—the wheel rotates forwards only.

LEYER FORWARD—the wheel rotates in reverse direction only.

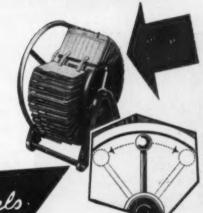
The Back and Forward movements enable either side of the card to be posted on to in the most accessible position.

the card to be posted on to in the most accessible position.

LEVER IN CENTRE POSITION—the wheel revolves in

either direction, enabling immediate reference to any card. The improved CARDWHEEL is even faster than before! ... is now completely silent ... and requires the absolute minimum of effort to operate!

mum of effort to operate!



now fitted to all models

C. W. CAVE & CO. LTD., 59 HOLBORN VIADUCT, LONDON, E.C.I.

CEN 8402/5

### OFFICE EQUIPMENT

fitted with an AC/DC motor and has a keyboard capacity of one penny below £100 million.

Enquiry Ref. No. 0.12/9

### Adjustable binder for continuous forms

Almost any size of continuous stationery and almost any thickness is conveniently filed in the *Paralok* binder. The forms are at all times



Flexible nylon binding posts

firmly held, yet the book can be opened flat at any point. Additions or removals can be made without difficulty.

Secret of this adaptability is in the flexible nylon posts. These are anchored firmly to the back cover, pass through sprocket holes in the contents, and engage on clips in the front cover.

Enquiry Ref. No. 0.12/10

### Adhesive letters for name plates

Small display signs, name plates and similar articles can be made up from Monolet, a new type of self-adhesive cut-out lettering. The range includes numerals and pound signs in addition to the alphabet, is available in gold or silver finish, in a choice of two typefaces, and in ½ in. or ½ in. sizes.

The adhesive backing sticks permanently to almost any surface, it is said, though the letters also can easily be removed if necessary. The surface of the characters is embossed so they reflect light. Other uses suggested by

the makers include initialling of luggage and goodwill gifts.

Enquiry Ref. No. O.12/11

### Time-saving telephone index

Newest executive telephone index in a well-known series is the *Tele*matic. Its aim—to make location of



Push-button opening

numbers easier by push-button opening.

Standard model is made in plastic with an ivory-coloured base and black top, or vice-versa. For a luxury gift there is a version in ivory plastic with lid and base covered in pigskin or red morocco leather.

Enquiry Ref. No. 0.12/12

### SAVE time, space and trouble

#### with 'Recordak' microfilm



I-4 Beech Street, London, E.C.I. Tel: MET 0316 II Peter Street, Manchester 2. Tel: BLA 6384

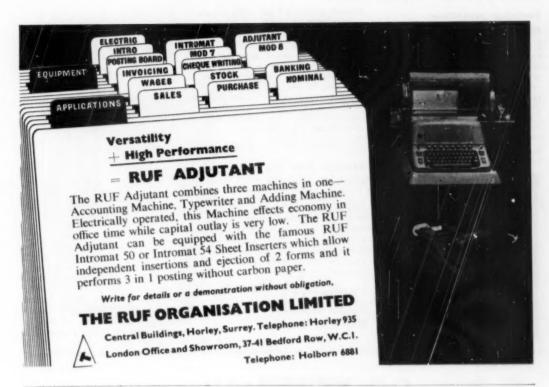
"Recordak" is a registered trade-mark.

- \* The 'Recordak' High Speed Microfilmer will photograph 150 documents, letter size ... 350 cheque size ... in one minute.
- Thousands of documents can be recorded on one reel of microfilm.
- \* And reference to records is no trouble at all with the 'Recordak' Commercial Reader.

Write for more details of these invaluable aids to office efficiency.



Division of KODAK Limited





### INDUSTRIAL EQUIPMENT

### Portable projectors sell and teach

Representatives can now demonstrate with projector plus taped sound in one portable unit the size of a briefcase. The complete unit takes only 90 seconds to assemble: operation is completely automatic after that. Pictures are fed at lightning speed so that "stills" look like "movies."

High intensity illumination means that pictures, in colour if desired, can be shown on either the built-in



Look like "movies"

screen or on a full size cinema screen. Various lenses are available. Continuous performance is possible and controls are foolproof.

Synchronous sound gives no distracting "ping" between pictures—fast change is worked by silent impulses. Sound and picture can be stopped in any position for any length of time. The suppliers also offer to make filmstrips from start to finish to meet any requirements.

Enquiry Ref. No. W.12/1

### Storage bins are coloured, durable

A range of storage bins is available in either high-impact polystrene or nylon. The bins—which are available with transparent covers and in a variety of colours to facilitate quick identification—are resistant to acids and oils, and are claimed to be practically unbreakable.

Enquiry Ref. No. W.12/2

#### Mobile elevator lifts 350 pounds

A new hand-operated elevator is made to lift or lower loads up to



Lifts 4 ft to 10 ft.

350 pounds. Lifting from 4 to 10 feet, it is self-sustaining at all heights without brakes: loads automatically stand still when the operator lets go of the handle. Wire rope pulleys run on needle bearings and the carriage rollers have roller bearings. The winch is of entirely new construction, specially developed for the elevator.

Two models are available—one

## DO YOU MAIL TEN LETTERS (or more) PER DAY?



Everybody knows what a shocking amount of time and money is wasted in fiddling about with postage stamps. Yet any office can cut its costs by franking its outgoing mail—thereby eliminating the Post Book, errors in the postage account, queueing at the Post Office for stamps, etc.

All you need is a Frankopost postal franker which imprints the postage on to your letters, parcels and airmail: any value of postage is instantly available and an accurate record of your postal expenditure is shown *automatically*.

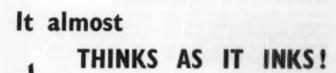
Any office, not just big offices, can run more happily and avoid irksome postal duties by using a Frankopost—the franking machine (there is a model to suit your office) that is inexpensive and simple to operate.

### Frankopost

#### **POSTAL FRANKERS**

Your postal costs can be cut, so—if you mail ten or more letters per day, send this coupon at once for full free information.

Victory	UNIVERSAL			LIMITED
,	Please let me ha	ve full details	s of the Frank	
		post room	equipment:	
Nai	me	*************	***************************************	*************
Add	dress	**********	*********	(B5)
****	******************	*************		



Developed and fully patented by Ellams, the people who added the word 'Duplicator' to the English language, Copy Controlled Automatic Inking banishes mess and waste. The work controls the inking! Only enough ink is used to make good legible copies, and the machine can produce THOUSANDS OF COPIES without refilling.

This valuable improvement is exclusive to Ellams Duplicators.

The MODEL E.R.2 illustrated is electrically driven and has all the features which you expect in a modern duplicator.

Make it easier for your staff to produce good duplicating, by investing in an up-to-date Ellams Duplicator.

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The unique design of Dixon floor maintenance machines couples multiplicity of performance with machine design; thus for certain jobs not restricted by machine design; thus for certain jobs larger brushes may be used for greater speed and economy. The reserve of power of the heavy duty motor will always be found adequate for the most arduous of operations, and the machines are so perfectly balanced that operator fatigue is avoided.



for proper floor maintenance its definitely DIXON!

Dixon machines for waxing and polyshing. Dixon machines for dry cleaning scrubbing and drying. Dixon machines, the world's most versatile and varied range of floor cleaning equipment. Dixon Machines, first to bring modern floor maintenance techniques to Britain, and still the leaders of the industry; first choice of industrial firms, government departments and local authorities who know that for proper maintenance it's definitely DIXON.

or area of 500 sq. ft. or more under your jurisdiction is not yet being maintained by Dixon machines, you can almost save money and increase efficiency by consulting the Columbus-Dixon Technical Advisory Service, which is freely

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Head Office & Works: Capitol Works, Empire Way, Wembley, Middlesex. Tel.: Wembley 6001



London Showrooms: 80, Regent Street (Quadrant Arcade), W.1. Regent 5771-2. Sales and Service Centres throughout the country.

### INDUSTRIAL EQUIPMENT

with 8in. diameter wheels for easy manusurability, the other with 4in. diameter front wheels and two rear wheels in swivel castors. Standard size of platform is 21in. long by 22in. wide.

Enquiry Ref. No. W.12/3

### Write your own signs

Signwriting—on doors, lorry sides, notice boards, windows and so on can be done quickly, easily and cheaply by transfer letters giving a professional and weather-resisting



Quick and cheap

finish. Colours—a range of seven is available—do not fade, nor do the letters flake away. Type sizes range from ½in. to 6in. and 18 styles are available.

The letters can be stuck on glass, hardboard and plastics as well as wood, plaster and similar surfaces. Half-a-crown buys a balanced alphabet of 90 letters, including numerals and punctuation marks.

Enquiry Ref. No. W.12/4

### Mixes soluble oil and water

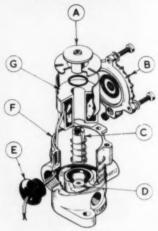
Here is a solution to the problems of producing emulsions of water and soluble cutting oils or similar fluids. Replacing the 'bucket and stick' method, the 52MT mixing unit gives an efficient mix in the precise proportions required under conditions of absolute cleanliness.

A measured quantity of soluble oil is sprayed by air jets over the water surface in the 250-gallon mixing tank. Air also issues from pipes located near the bottom of the tank and the agitation of the fluid ensures complete mixing.

Enquiry Ref. No. W.12/5

#### Solenoid valves

An entirely new range of solenoid operated pilot valves has been introduced. The manufacturers claim they are extremely robust, versatile and made to precision limits. Each valve has only two moving parts and



Simple design

### PAPER ROLLS ARE GEARED TO AUTOMATION





### PIONEERS THE CONQUEST OF INNER SPACE

Did you know that Lamson Carrier Airtubes are used to transmit steel samples, small spares, tools, surgical instruments, drugs, printing plates, documents and other items, speedily within organisations of all types utilising some of the unexploited Inner Space available? A Carrier in one of the larger systems (13"×5") conveys loads of 7 - 10 lb. vertically and horizontally and at a speed of approximately 30 feet per second.

On the right is the new 'V' Trough Document Conveyor. Multi or single lane, for carrying cards, tickets, letters, etc., with maximum speed and economy of space. The document is moved on edge by a narrow belt. Each lane can be used for a different class of document, a different processing or direction.

Manufacturers of Carrier Airtubes, Comis Pallet Loaders, Ventilation, Dust and Fume Extraction Plants, Portable and Control Vacuum Cleaning Plants, Postal Letter Chutes.



Please write for illustrated Catalogue B2 to:

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STEEL EQUIPMENT FOR OFFICE AND FACTORY

Phone: Molesey 4361/3

POOL ROAD, WEST MOLESEY, SURREY Grams: Abin, West Malesey

### INDUSTRIAL EQUIPMENT

because of the simplicity of design offers a maximum working life with minimum of maintenance. Power dissipation 4 to 8.5 watts. Maximum ambient temperature 40° C.

Enquiry Ref. No. W.12/6

### Pallets loaded automatically

Speed easily adjusted

Bags, crates, sacks and cartons are handled with equal case by a new machine which loads pallets automatically. It takes charge direct from the production line and uniformly arranges the load in any

desired pattern on the pallet. The process continues until the pallet is fully loaded, then ejects the loaded pallet to an off-load section from which it can be directly handled by fork lift trucks. Associated with the machine is a pallet dispenser—a magazine holding empty pallets which automatically feeds the machine. Pallet-loading speed is easily adjusted.

Associated equipment such as vibro-flattener for handling bags or sacks, or powered roller conveyors can be obtained separately. Storage space can be greatly reduced: pallets

can be stacked much higher than normal because of the loading accuracy of the machine.

Enquiry Ref. No. W.12/7

### Paint offers protection against rust

Any metal surface needing protection against rust can be coated with a new zinc-rich paint. Protection is claimed to equal hot dip galvanizing. Unlike sheradizing, zinc spraying and hot dip galvanizing, no special equipment is needed: the paint can even be applied to wet surfaces and still give cathodic protection. It can be left as self-finish or used as a primer for other paints.

Enquiry Ref. No. W.12/8

#### Powerful fan is vibration-free

Removing large volumes of steam and fumes and circulating fresh or refrigerated air is quickly carried out by a new three-propeller fan. The motor is designed to eliminate vibration: weather-proof and flameproof motors can be supplied. A range of fan sizes is available and



HERMES Ambassador



typewriter can give you
impeccable work
at the highest possible speed
with very little effort
and with a choice of two
ribbons at the flick of a switch.
This machine leads
the world, it is a
Paillard product.

BUSINESS

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Sole distributors in Great Britain and Northern Ireland

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#### STEEL CLOTHING LOCKERS

Full range of sizes or styles

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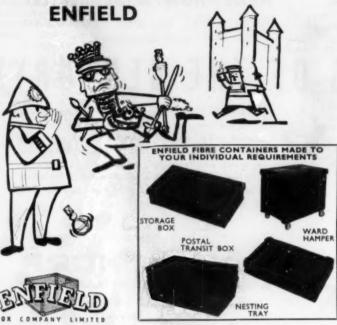
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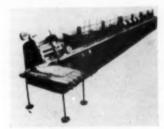
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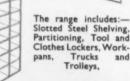
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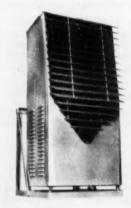
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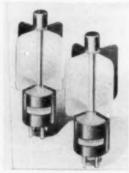
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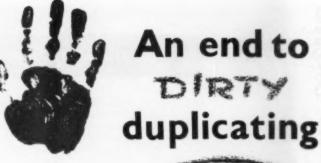
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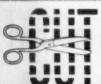
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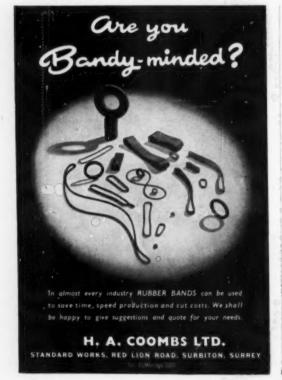
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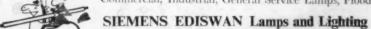




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